

1 STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
2 RHODE ISLAND COLLEGE
3 PROJECT LABOR AGREEMENT REVIEW COMMITTEE HEARING
4 * * * * *
5 IN RE: PUBLIC HEARING VOLUME II
6 RENOVATIONS AND MODERNIZATION OF GAIGE HALL and
7 CRAIG-LEE HALL; and
8 RENOVATION and ADDITION to FOGARTY LIFE SCIENCES
9 BUILDING
10 * * * * *
11 Date: July 3, 2014
12 Time: 9:00 a.m.
13 Place: Rhode Island College
14 Donovan Dining Center
15 600 Mount Pleasant Avenue
16 North Providence, Rhode Island
17
18 **MEMBERS PRESENT:**
19 Kevin Fitta, Chairman, Director of Capital Projects,
20 RIC
21 Francis T. O'Brien, Associate Professor, PC
22 Earl Simson, Dean of College of Arts and Sciences,
23 RIC
24 Thomas Bovis, RI Dept. of Administration, Division of
25 Purchases
Michael D. Mitchell, Esq., Chief of Legal Services,
RI Dept. of Administration
Robert P. Brooks, Esquire, Legal Counsel

IRONS & ASSOCIATES
CERTIFIED PROFESSIONAL STENOGRAPHERS
33 Rollingwood Drive
Johnston, Rhode Island 02919
(401) 764-0108

2

E X H I B I T S		
(Continued from June 19th Public Hearing)		
NO.	DESCRIPTION	PAGE
6A	June 13, 2014 Letter to Robert F. Brooks, Esq. from Robert J. Boisselle	5
6B	June 16, 2014 Email to Robert Brooks, Esq. from Robert Boisselle	5
7	June 16, 2014 email to Robert Brooks, Esq. from Joe Pariseault	11
8	June 16, 2014 letter to Robert Brooks, Esq. from Robert E. Lafleur and Mathew R. Olson	12
9	June 17, 2014 letter to Robert Brooks, Esq. from Richard A. Sinapi, Esq.	12
10	June 19, 2014 letter to Robert Brooks, Esq. from David S. Iwuc	12
11	July 1, 2014 letter to Girard R. Visconti, Esq. from Michael F. Sabitoni	24
12	Sign-In Sheet	43
13	Minutes of June 19, 2014 Public Hearing	43

3
1 Thursday, July 3, 2014.
2 (Commencing at 9:09 a.m.)
3 MR. BROOKS: Mr. Chairman, do you want to
4 call the meeting to order?
5 MR. O'BRIEN: I would like to --
6 MR. BROOKS: Speak up so the stenographer
7 can hear you.
8 MR. O'BRIEN: Yup, okay. I would like to
9 address the Committee before we begin. Most of you
10 don't know me very well. I spent 30-plus years in
11 this business, and I've performed a variety of tasks,
12 including mediation, arbitration, both interest and
13 grievance, overseeing elections, both internal union
14 and collective bargaining ratification.
15 I've been a lecturer and engaged in
16 training and served on committees of this type, and I
17 have worked to determine if adjustments should be
18 made to bargaining units. I've done a host of
19 different things and maybe some other things that
20 don't come to mind, and I pride myself on the fact
21 that I've built up a reputation of fairness and
22 honesty and, quite frankly, I'm not going to allow
23 these elements to slip away.
24 In reading the correspondence from Mr.
25 Boisselle, Robert Boisselle, the president of the

4
1 Associated Builders & Contractors, I must confess
2 that I'm greatly troubled by what he had to say. I
3 mean just reading one paragraph --
4 MR. BROOKS: Mr. Chairman, if I could just
5 suggest, why don't we, if we can, since we've
6 received the correspondence in response to the
7 invitation for interested parties to -- to provide us
8 with comment, why don't we enter Mr. Boisselle's
9 comments into the record as an exhibit.
10 MR. O'BRIEN: I believe it's --
11 MR. BROOKS: Is his in already?
12 MR. O'BRIEN: We've done that, yeah.
13 MR. BROOKS: No, I think we have
14 Mr. Brubeck's but we don't have Mr. Boisselle's.
15 That was one of the ones I forgot last time. I did
16 email it to the Committee between meetings.
17 MR. O'BRIEN: Okay. Enter that in the
18 record by all means.
19 MR. BROOKS: I would ask the stenographer,
20 if she would, to enter into the record as Exhibit --
21 I think it's 6A. It will be an email we received
22 from Robert Boisselle, who is the president of the
23 Associated Builders & Contractors of Rhode Island.
24 We have an email I would ask to be marked as 6A and a
25 letter I would ask to be marked as 6B.

(Whereupon, Exhibit Nos. 6A and 6B were marked.)

MR. O'BRIEN: Let me call your attention to the final paragraph of his letter. It says, "Finally, ABC would like to state, emphatically, that giving six days' notice for something as important as a decision that has the potential of costing the taxpayers millions of extra dollars is completely unacceptable and smacks of a decision that has already been made behind closed doors."

Now, this is his -- on the record, and so he's telling us that he, and maybe others as well, were not advised until six days prior to the hearing that it was going to be held.

I would call your attention to the fact that we met on May 6th and we had agreed to hold a public hearing on June 19th, and that's a span of 44 days, and why Boisselle was not notified until six days before the hearing, I don't know.

So under the circumstances, you know, I can't continue to serve as chair of the Committee. I will remain on the Committee and continue to take part in the deliberations and vote at the appropriate time, but I'm not going to have my name as chair of this Committee, you know, in view of what he has had to say.

the fairness of it. You know, the only people we had testifying were union people.

MR. MANCINI: Can I comment?

MR. BROOKS: No.

MR. O'BRIEN: There was no closed door meeting that I attended, but this is on the record and it's my skin that's out there as the chair of the Committee and I refuse to -- to serve as chairman for that reason.

MR. BROOKS: Respectfully, Dr. O'Brien, you could lead the Committee. You've made a suggestion that perhaps another public hearing would be appropriate. I would just point out to you that the -- Mr. Boisselle, as well as others who responded, found the time to put a multipage presentation together and send it to the Committee.

Mr. Boisselle is not in another state. He doesn't say in his email or his letter that he wasn't available. He just, for whatever reason he had, and we don't know what that is, he didn't appear and, you know, he did have six days. He didn't ask for another hearing in order to make testimony.

You know, I'll leave it to the other Committee members, obviously, as to what steps, if any, are necessary at this point, but it's evident

So I would ask the Committee at some point to reopen the public hearing and to invite Mr. Boisselle and other interested parties. You know, quite frankly, thinking back, I was surprised at the few people who attended that public hearing. I'm accustomed to having many others and give them a reasonable period of time to prepare their testimony. So this Committee will have to elect another chairman is what I'm saying.

MR. MITCHELL: If I may make the observation that the meeting, because it was a public meeting, was governed by the State's Open Meetings Act which requires 48 hours notice.

Now, Mr. Boisselle obviously thinks he should have had more advanced notice than that, but he had the same notice that other people got and other people did attend. And then the second meeting was also a public notice, and I don't know if Mr. Boisselle is here, but he's had another opportunity to attend.

MR. O'BRIEN: Well, to say that it requires 48 hours notice, really, it's like saying it's legal. You know, to participate in an activity such as this, you need more time than that to prepare your testimony, to clear your schedule. I'm talking about

that he had enough time to do what he did, which was provide the Committee with a good deal of information regarding his position, and while we could focus on a couple of sentences in the email, he did make a rather comprehensive presentation to the Committee.

MR. FITTA: Do we need to elect another chairperson?

MR. O'BRIEN: We do.

MR. BROOKS: Apparently, we do.

MR. MITCHELL: Then I'll nominate Mr. Fitta to be the chairperson.

MR. O'BRIEN: Second.

MR. BROOKS: So we have a motion and a second to select Kevin Fitta as the chair of the Committee. All those in favor?

(VOICE VOTE TAKEN)

(UNANIMOUS)

MR. BROOKS: All opposed? So Mr. Fitta has been selected as chairman unanimously.

MR. FITTA: So I guess on picking up what Frank just talked about, about whether we want to entertain the possibility of another public hearing, I would follow along with -- with what Bob just indicated. I believe Mr. Boisselle did present information, written, and I guess I would go further

1 to say that he could have other representation there
2 if he couldn't make it himself.

3 We did fill the -- our legal
4 requirement with the public notice. I think our
5 legal counsel has prepared an excellent package with
6 both pro and con information on PLAs for us to
7 review. I, personally, don't see that we need to
8 have another public hearing, but I would be
9 interested to see what any of you think.

10 MR. BOVIS: I agree with you. I think he
11 had sufficient time. He did prepare detailed
12 documentation here, so I feel we fulfilled our
13 obligation with regards to the public hearings.

14 MR. MITCHELL: Looking at his email to
15 Mr. Brooks, it does appear that he copied a whole
16 host of people, several of whose names I recognize.
17 Joe Reale is an attorney. Chris Whitney is an
18 attorney who has appeared and testified at other PLA
19 meetings. Terrance Martiesian is an attorney. He's
20 appeared and testified at other proceedings. I think
21 any one of them -- I don't know whether they got
22 direct notice, but certainly they had some notice of
23 this, if only the public notice, and I think the
24 public notice was adequate.

25 And so I would think they have had an

1 minutes of the June 19th, 2014 public hearing as
2 submitted.

3 MR. BOVIS: Second.

4 MR. BROOKS: Okay. We have a motion to
5 accept the minutes and seconded. All in favor?

6 (VOICE VOTE TAKEN)

7 (UNANIMOUS)

8 MR. BROOKS: Any opposed? Okay. So the
9 minutes have been accepted. As we did with
10 Mr. Boisselle's communications, there are some other
11 communications I would like to have entered into the
12 record, which I had forwarded to the Committee as I
13 received them on behalf of the Committee so that we
14 have a full record with the comments of all
15 interested parties.

16 I am going to ask that these
17 communications be entered. So as Exhibit 7 I have an
18 email to me on behalf of the Committee, Monday
19 June 16th, 2014, from Joe Pariseault
20 P-A-R-I-S-E-A-U-L-T. He's from Pariseault Builders,
21 in Warwick. And I would ask that that be marked as
22 Exhibit 7.

23 (Whereupon, Exhibit No. 7 was marked.)

24 MR. BROOKS: And next we have a letter to me
25 on behalf of the Committee dated June 16th, 2014,

1 opportunity to make a submittal, which they have
2 done. They could very well still arrive today and
3 testify today. So I see no reason to continue the
4 meeting to accommodate Mr. Boisselle.

5 MR. BOVIS: And this went out three days, I
6 believe, before our meeting, June 16th, this email.

7 MR. BROOKS: So we have an agenda. The next
8 item on the agenda is approval of the minutes or the
9 record of the June 19th, 2014 public hearing. I
10 distributed them by email but I brought extra copies,
11 copies of the minutes if you need them that I
12 prepared on behalf of the Committee.

13 Okay. Now, the Open Meetings Act
14 which governs the deliberations of this Committee
15 requires that minutes be taken or prepared of a
16 public hearing or any public meeting and that those
17 minutes be filed with the Secretary of State. The
18 minutes I've prepared enclosed as an exhibit the
19 transcript of the actual public hearing itself, so
20 you -- you have both the summary on the front two
21 pages as well as the minutes, the actual transcript
22 of the hearing, so I don't know that they could be
23 any more comprehensive than that. So if you believe
24 it appropriate --

25 MR. MITCHELL: I'll move to accept the

1 from Robert Lafleur and Mathew R. Olson, the
2 Executive Director and President, respectively, of
3 the Rhode Island Independent Contractors &
4 Associates. I would ask that that be marked as
5 Exhibit 8.

6 (Whereupon, Exhibit No. 8 was marked.)

7 MR. BROOKS: Next I have a letter addressed
8 to me on behalf of the Committee from Attorney
9 Richard Sinapi, who represents the New England
10 Mechanical Contractors Association, and I would ask
11 that that be marked as Exhibit 9.

12 (Whereupon, Exhibit No. 9 was marked.)

13 MR. BROOKS: And, finally, I have a letter
14 to me on behalf of the Committee from David S., I
15 think it's Iwuc, I-W-U-C. David is the Executive
16 Director of the Rhode Island Chapter of the
17 Association of General Contractors. I would ask that
18 that be marked as Exhibit 10.

19 (Whereupon, Exhibit No. 10 was marked.)

20 MR. BROOKS: Thank you. So that brings us
21 to deliberations regarding really the proposed
22 Project Labor Agreement for the two projects, the
23 first being the renovation and modernization of Gaige
24 Hall and Craig-Lee, the second being the renovations
25 and addition to Fogarty Life Sciences Building.

1 So, Mr. Chairman, if you would like to
2 lead the deliberations, I would turn it over to you.

3 MR. FITTA: Sure. Well, just to recap on
4 the Gaige and Craig-Lee projects, as you remember, we
5 are putting these two separate projects out.

6 Gaige and Craig-Lee is the larger of
7 the projects. It's major classroom and office
8 buildings. The total project costs about 44 million
9 for those two projects. The other project, which
10 will go out on a separate construction contract, is a
11 separate architect, is the Fogarty Life Sciences
12 Building, the nursing addition, which has a total
13 project cost of \$6 million. Those two projects
14 comprise the projects that are associated with a
15 \$50 million bond referendum that was passed in
16 November of 2012 by the Rhode Island voters.

17 So I guess I'll start with my comments
18 on Gaige and Craig-Lee. Why don't we take them one
19 project at a time because I think they're separate
20 projects and we're going to have an individual vote
21 on each of the projects.

22 I have sort of something I prepared
23 here just to make sure I stay on my point. The Gaige
24 and Craig-Lee project is a large and complex project.
25 It's located in the central part of our campus where

1 activity on this campus. This project, Gaige and
2 Craig-Lee, is right in the center of campus on our
3 quadrangle. There's a lot of activity here and
4 having safety programs in place and a well-trained
5 workforce is critical.

6 Again, from what I read and in talking
7 to people and reading this research and the
8 testimony, a PLA would seem to assist us in getting
9 the job done in a timely manner.

10 We operate on an academic calendar
11 here which is broken into semesters. Having the
12 project completed within an agreed-upon schedule that
13 sequenced well with our academic schedule is
14 critical. If it's not completed within an
15 agreed-upon schedule, the impact is it could shift
16 things in an entire academic semester which would
17 have a big impact on many of the students, faculty,
18 and staff that may be housed in temporary quarters
19 during the project. So keeping on schedule is
20 important and from what I heard, I think the PLA will
21 assist us in that regard.

22 I did have some concerns that the PLA
23 could potentially result in some increased first
24 costs, but from what I have read, that seems to be
25 somewhat debatable and not a fact. I believe there's

1 job site management and safety is paramount.

2 In addition, the project must be
3 properly scheduled and coordinated to minimize impact
4 to college activities. Those activities include what
5 goes on here every day with classes, special events
6 that occur after hours, as well as programs that
7 occur during the summer months, which include high
8 school students and even elementary school students
9 that are on campus.

10 From what I heard in the testimony and
11 from what I've read both with Bob, our counsel, Bob
12 Brooks's package and some other research I've done on
13 my own, I believe that a PLA would promote labor
14 harmony on this project.

15 I think that what we've heard from the
16 testimony is that the unions will staff the projects
17 adequately to meet the project schedules. I believe
18 this is critical, as we've experienced project delays
19 on other projects here on campus as a result of
20 inadequate work forces on the projects, so the
21 promise of a staffed project is -- is music to my
22 ears is I guess one way to say it.

23 Safety is critical on this campus not
24 just for the contractors' employees but for the
25 campus community. As I mentioned, we have a lot of

1 also a cost to a delayed project or an unsafe
2 project, both in terms of the campus impact and real
3 dollars, so, you know, I think that that would be the
4 counter-argument to any increased first costs.

5 So for these reasons and everything
6 I've stated above, I would be in support of a PLA on
7 Gaige and Craig-Lee, and I would be interested to
8 hear what you all think about it so we can talk about
9 it.

10 MR. MITCHELL: May I, Mr. Fitta?
11 MR. FITTA: Yes.

12 MR. MITCHELL: I'm a near neighbor of Rhode
13 Island College. I come to the campus very frequently
14 throughout the week and weekends. It is a commuter
15 college. It has a very large population of people.
16 Traffic flow on campus is difficult, parking is
17 difficult, and I have seen over the past months a
18 large amount of construction on campus and how that
19 has disrupted the traffic flow, the pedestrian flow
20 on campus.

21 As you observed, Craig-Lee is in the
22 center of campus. It's located immediately next to
23 an elementary school, and I understand that traffic
24 and construction activities would be difficult and
25 problematic in that location.

1 I also have taken classes here. I
2 understand the academic schedules. I went to
3 colleges quite a bit myself. I understand that
4 academic schedules are important, and when you take a
5 building such as a Craig-Lee or Gaige Hall offline, I
6 can understand you would have a major dislocation for
7 the faculty, staff, and students for an extended
8 period of time.

9 Given that, I believe that a PLA would
10 be appropriate, at least for the Craig-Lee and Gaige
11 Hall project, not so much for the Fogarty Building
12 project. That is a different level of project,
13 entirely one for which a PLA may not be appropriate.
14 And having been involved with construction-related
15 litigation and construction-related matters over the
16 years in my profession, I do know that a delay on a
17 project carries with it significant costs, not just
18 the external costs such as the disruption of the
19 academic schedule, but economic costs.

20 So I believe it would be in the best
21 interest of Rhode Island College and the State, and
22 since we don't have any objective criteria as to
23 what, if any, additional costs would be caused by a
24 PLA, I believe it would be in the best interest of
25 the State and Rhode Island College for a PLA, at

1 of a delay of being able to get faculty, students and
2 staff back in buildings in a timely fashion to go on
3 to the next construction project, complete that, and
4 get everybody out of the temporary quarters that
5 they'll be in for the life of the construction
6 project.

7 So for those reasons, I believe a PLA would
8 be beneficial to seeing these projects done in a
9 timely fashion which benefits both the faculty as
10 well as the students.

11 MR. BOVIS: I have also researched a lot and
12 I've read everything that was given to us on this,
13 and you can always, obviously, get pros and cons, no
14 matter what you read, on everything.

15 I have to go on past experiences of
16 mine. I have had experience with a PLA in the past
17 on a major \$90 million project I would think, and on
18 that \$90 million project, I would say I had a
19 positive experience with a PLA. The PLA actually met
20 the schedule, actually met the schedule early by
21 several months. And, also, the project, contrary to
22 some of the things that I've read with regards to
23 additional cost, my project actually came in under
24 budget for what was said.

25 Now, it could have been timing of the

1 least for the Craig-Lee and Gaige Hall projects.

2 MR. SIMSON: I concur that a PLA would be in
3 the best interest for the Craig-Lee and Gaige
4 construction projects. The timing is critical
5 because it needs to work around semester schedules.
6 If construction is delayed, that delays faculty and
7 students moving into a building.

8 Given the sequencing of the planned
9 construction in doing Gaige first followed by
10 Craig-Lee, there's not enough swing space on campus
11 to have both buildings empty at the same time, and so
12 the construction needs to be complete on Gaige in
13 order to move faculty and students back in, in order
14 for them to clear out Craig-Lee and start the
15 construction in Craig-Lee.

16 I believe a PLA will smooth out the
17 sequencing of the trades in those buildings as well
18 as the sequencing of the construction between the
19 buildings.

20 And, as mentioned, any delay in that
21 construction disrupts the campus, disrupts the
22 faculty that are in temporary swing spaces and
23 disrupts students that are in temporary swing space
24 classrooms that have been taken offline, and I
25 believe logically it leads to increased costs because

1 industry and the workload associated with that, but
2 I'm happy to say that it did come in under budget and
3 met the schedule easily.

4 There was also other requirements
5 within that PLA with regard to apprenticeships and in
6 regards to MBE. One of the things I would like to
7 say is that if we do decide to go with the PLA, that
8 the leaders of the PLA would have to meet with I
9 think MBE firms to identify and so they can
10 understand better how they can be associated with
11 this project.

12 We're working on one right now where I
13 think some of the MBE firms aren't really familiar
14 with how the PLA works and if they could be involved,
15 because that's one of the requirements that we would
16 also have to meet, the 10 percent guidelines for MBE
17 requirements on this project. So I would think they
18 would just have a better understanding of their
19 roles.

20 MR. MITCHELL: May I ask, was the project
21 that you were involved in a public works project?

22 MR. BOVIS: It was Blue Cross & Blue Shield
23 of Rhode Island.

24 MR. MITCHELL: Downtown Providence?

25 MR. BOVIS: Downtown Providence. It was a

1 \$90 million, 365,000 square foot facility.
 2 So with that, I think I would agree
 3 that moving towards a PLA would be a positive thing
 4 for this project.
 5 MR. O'BRIEN: I also support the adoption of
 6 a PLA in principal. I think the overriding
 7 considerations here, and several of you have
 8 mentioned them, are, one, labor harmony and, two,
 9 timing. And I think those are extremely important
 10 considerations.
 11 I say I support the PLA in principal
 12 because, quite frankly, how can I make a sound and
 13 reasoned judgment on the desirability of a PLA unless
 14 I know what the major features of the PLA will be?
 15 And we don't know that. It's sort of the cart before
 16 the horse. The PLA isn't negotiated until later, you
 17 know.
 18 So, again, I'm supporting it in
 19 principal. At the appropriate time, I would like to
 20 offer several conditions that I hope the Committee
 21 will agree should be included in the PLA if one is
 22 recommended.
 23 MR. FITTA: In essence, isn't that what
 24 we're all doing is supporting the PLA in principal to
 25 be negotiated at a later date if we agree? I mean we

1 Trades on July 1st. I'm not certain if that's been
 2 made part of the record.
 3 MR. BROOKS: It has not. I have a copy
 4 though, Mr. Mitchell. It was a letter that was
 5 forwarded from Michael Sabatoni, and I was copied on
 6 that letter along with Mr. Mitchell. It was a letter
 7 addressed to Girard Visconti and it has to do with a
 8 PLA on the URI Chemistry Building project.
 9 The gist of the letter describes a
 10 labor dispute between Teamsters Local 251 and one of
 11 its signatory contractors, I believe a cement
 12 company. And the point of the letter is that despite
 13 the fact that there was a labor dispute between this
 14 company and Teamsters Local 251, Rhode Island
 15 Building Trades reminded the union and the union
 16 acceded to that reminder that despite the labor
 17 dispute, work needed to proceed on the project, the
 18 URI Chemistry Building project.
 19 And I believe it was offered as a
 20 means to demonstrate to this Committee that there is
 21 a benefit to a PLA and this was a real live example
 22 of what can happen when there is a PLA and a labor
 23 dispute, how the work will continue to go forward,
 24 which I think is relevant to your discussion today
 25 about timing and scheduling and making sure that the

1 can certainly entertain those conditions, but I would
 2 think even if we don't put all the conditions on the
 3 table today, there's going to be a negotiation that's
 4 going to take place where the State's interest and
 5 the college's interest and the appropriate parties'
 6 interest would be flushed out.
 7 MR. MITCHELL: If I may, it's my
 8 understanding that the Committee is here to make a
 9 recommendation to the president of the college and
 10 the State's Chief Purchasing Officer and the Director
 11 of Administration. They then make a determination as
 12 to whether --
 13 MR. FITTA: That's right.
 14 MR. MITCHELL: -- to approve a PLA and to go
 15 forward and negotiate one so...
 16 MR. FITTA: But our actions do not require
 17 that a PLA be agreed to.
 18 MR. BOVIS:
 19 MR. MITCHELL: That's correct. It would not
 20 be binding. It is a recommendation to the Chief
 21 Purchasing Officer and the president of the college.
 22 MR. FITTA: Okay. So does anyone have
 23 anything more to add on Gaige and Craig-Lee?
 24 MR. MITCHELL: If I may, I believe we
 25 received a letter from the Rhode Island Building

1 project proceeds on schedule and on time for all the
 2 reasons that you all discussed.
 3 MR. MITCHELL: Because I believe that is
 4 relevant to today's deliberations, I move that that
 5 be entered as an exhibit.
 6 MR. BROOKS: Okay. So I would ask to have
 7 that be entered as the next exhibit, I think it's 11,
 8 the letter from Michael Sabatoni, who is President of
 9 the Rhode Island Building Trades Council, to Girard
 10 Visconti, in his capacity as counsel for the PLA
 11 Committee on the URI Chemistry Building, as Exhibit
 12 11.
 13 (Whereupon, Exhibit No. 11 was marked.)
 14 MR. FITTA: Are there any further comments
 15 anybody wants to make with regard to Gaige and
 16 Craig-Lee?
 17 MR. MITCHELL: Mr. Chairman, may I make a
 18 motion?
 19 MR. FITTA: Yes.
 20 MR. MITCHELL: I've drafted a motion and I
 21 handed it out to the Committee members. The motion
 22 would be that the Committee finds that given the
 23 size, duration, timing, and complexity of the
 24 proposed renovation and addition to the Fogarty Life
 25 Sciences Building project, it is in the best interest

1 of Rhode Island College and the State of Rhode Island
 2 to not utilize a Project Labor Agreement on that
 3 project.
 4 MR. O'BRIEN: This was out of order. We're
 5 on Gaige and --
 6 MR. BROOKS: Well, we can -- we could --
 7 MR. MITCHELL: I thought we had a general
 8 discussion of the project.
 9 MR. BROOKS: Well, perhaps you had comments.
 10 MR. FITTA: I would -- I mean we can
 11 certainly keep it in this order if you want, but I
 12 would prefer to take on the Gaige and Craig-Lee first
 13 and then handle Fogarty separate.
 14 MR. MITCHELL: Okay. Because I did make
 15 comments about Fogarty.
 16 MR. FITTA: No, I know you did. I heard,
 17 but if it's okay with you --
 18 MR. MITCHELL: I'll withdraw my motion.
 19 MR. FITTA: Do you have a motion for the
 20 other one?
 21 MR. MITCHELL: I'd like to take the liberty
 22 of making a motion in regards to Craig-Lee and Gaige
 23 Hall, and I've given -- I have a copy for everyone
 24 and a copy for the stenographer.
 25 The motion reads, The Committee finds

1 renovations and modernization project on terms and
 2 conditions favorable to Rhode Island College and the
 3 State of Rhode Island and, if successful, incorporate
 4 the project labor agreement into construction phase
 5 bid specifications as a mandatory requirement for
 6 bidding and contract award.
 7 MR. FITTA: Is there a second to that?
 8 MR. O'BRIEN: I'll second that. But,
 9 Mr. Chairman, may I offer my three conditions for
 10 consideration by the Committee?
 11 MR. FITTA: Sure.
 12 MR. O'BRIEN: These are to be included in
 13 the PLA if one is recommended. Number one, any
 14 nonunion contractor would be allowed to bring all of
 15 its existing workforce onto the project. Number two,
 16 a nonunion contractor will not be required to sign
 17 the local collective bargaining agreement. The sole
 18 requirement will be to sign a letter of assent which
 19 is an agreement to abide by the PLA. And, number 3,
 20 all nonunion workers will not be required to join the
 21 union or contribute financial support to the union.
 22 MR. FITTA: Do we have any discussion on
 23 that?
 24 MR. MITCHELL: Is that an amendment to my
 25 motion?

1 that given the size, duration, timing, and complexity
 2 of the proposed Gaige Hall and Craig-Lee Hall
 3 renovations and modernization project, it is in the
 4 best interest of Rhode Island College and the State
 5 of Rhode Island to negotiate and utilize a project
 6 labor agreement because a project labor agreement
 7 will not inhibit competitive bidding amongst
 8 construction contractors capable of successfully
 9 completing a project of this scope while ensuring
 10 that the State derives certain tangible and
 11 intangible benefits during the construction phase of
 12 the project, *inter alia*: a well-trained and
 13 dependable workforce for a fixed or predictable cost;
 14 protection against work stoppages; expeditious
 15 resolution of labor disputes; workplace safety
 16 training programs and practices; consistency and
 17 predictability in scheduling project work days,
 18 holidays, breaks, etc.; greater utilization of
 19 resident subcontractors and workers; and, established
 20 programs for the recruitment and training of
 21 minorities, women, and veterans.
 22 Therefore, the Committee recommends
 23 that Rhode Island College and the Department of
 24 Administration attempt to negotiate a project labor
 25 agreement for the Gaige Hall and Craig-Lee Hall

1 MR. O'BRIEN: I guess you could say that it
 2 is.
 3 MR. MITCHELL: I will second -- I assume
 4 that's a motion to amend my motion?
 5 MR. O'BRIEN: Yes.
 6 MR. MITCHELL: I will second the motion.
 7 MR. BROOKS: So we have a motion, a second,
 8 a motion to amend, and a second to the motion to
 9 amend. Is there any discussion on the additional
 10 conditions that Frank has offered or on Michael's
 11 motion?
 12 MR. FITTA: I'm fine with Michael's motion.
 13 I would like to discuss the amendments. Does anybody
 14 else have any discussion on the first part of the
 15 motion, the non-amendment part, Mike's part?
 16 MR. BOVIS: No, I have no problem with that.
 17 MR. FITTA: On the proposed amendments, have
 18 those types of amendments been made before that
 19 anybody is aware of or will we have any difficulty
 20 with that?
 21 MR. BROOKS: Can I see them? I'll just take
 22 them in reverse order.
 23 MR. FITTA: Okay.
 24 MR. BROOKS: In my experience, and we have
 25 folks here that could comment, the third condition

1 was, all nonunion workers will not be required to
2 join the union. And I can tell you that that's
3 usually the case when it comes to a project labor
4 agreement. You cannot force an employee who doesn't
5 want to join the union to join the union, and that's
6 usually part of a PLA.

7 A nonunion contractor will not be
8 required to sign the local collective bargaining
9 agreement. The sole requirement would be to sign a
10 letter of assent, and that's essentially an agreement
11 to abide by the PLA. Again, that's routinely, in my
12 experience, part of the PLA, that nonunion
13 contractors are not required to sign a local
14 collective bargaining agreement nor are they required
15 to sign a letter of assent.

16 The first condition that Frank --
17 Dr. O'Brien read was any nonunion contractor will be
18 allowed to bring all of its existing workforce onto a
19 project.

20 Frankly, I'm not -- I'm not sure on that
21 one. Usually, my understanding is there are
22 prebid -- preconstruction meetings between the
23 contractors, the unions, the general contractor,
24 subcontractors, where the composition of the work
25 force is -- is basically agreed upon, and it's

1 usually the case that the workforce will include both
2 union and nonunion employees from each trade.

3 And what I would suggest perhaps is that we
4 perhaps modify the first condition to provide that
5 there will be an agreement by members of the building
6 trade unions that -- or the building trade unions
7 themselves that they will not discriminate against
8 any nonunion contractors or employees in terms of
9 agreeing that they'd work on the project solely
10 because of their union affiliation or union
11 membership. I just don't know if we can agree to the
12 first one or set it as a so-called condition based on
13 my experience.

14 MR. MITCHELL: If I may, my memory is on the
15 Chemistry Building, there were letters of assent that
16 were required of subcontractors agreeing to the terms
17 and conditions of the PLA. And as to the union
18 workers not required to join the union, that's my
19 understanding. And as to the first issue, I am
20 unclear on that. I have no experience on that.

21 MR. SIMSON: Frank, can I ask on the first
22 recommendation what the issue is?

23 MR. O'BRIEN: Well, if I'm a subcontractor
24 and I'm a successful bidder and I have a workforce of
25 25, why shouldn't I be allowed to bring those folks

1 onto the job? I'm most familiar with them and how
2 they work and so forth.

3 MR. SIMSON: But have project labor
4 agreements restricted --

5 MR. O'BRIEN: Yes. Some have, and the
6 nonunion subcontractor would have to identify a
7 couple of key employees and that's it.

8 MR. SIMSON: So-called key personnel?

9 MR. O'BRIEN: That's it. And everyone else
10 would have to come from the union hall. I think
11 that's unfair. If I win the bid, I should be allowed
12 to bring my people onto the job. I think -- to me
13 it's a matter of fairness. Of course, even if we
14 agree to this, you know, we're not the final
15 authority here.

16 MR. MITCHELL: These would be
17 recommendations, as opposed to requirements?

18 MR. O'BRIEN: Well, I call them conditions.
19 I think this came up before, Mike.

20 MR. MITCHELL: Terms of art. Terms of art.

21 MR. SIMSON: Could we call it recommended
22 conditions, suggested conditions?

23 MR. O'BRIEN: You're in charge of
24 negotiations, right?

25 MR. BROOKS: I'm -- nobody's told me that

1 but -- from your lips to God's ears I guess, but I
2 haven't been told that.

3 MR. O'BRIEN: Well, it would be
4 short-sighted if you don't.

5 MR. BROOKS: Thank you.

6 MR. FITTA: I would have less problem if
7 they were recommended conditions as opposed to, you
8 know, absolute.

9 MR. O'BRIEN: Okay. I'll -- I'll modify it
10 to recommended.

11 MR. FITTA: Recommended conditions. Does
12 anybody second that motion?

13 MR. MITCHELL: I will second the motion.

14 MR. FITTA: All in favor of the original
15 motion that was put on the table by Mike with the
16 amended conditions by Frank?

17 (VOICE VOTE TAKEN)

18 (UNANIMOUS)

19 MR. FITTA: All in favor. Okay. Let's now
20 move to talk about Fogarty Life Sciences. As I
21 mentioned at the outset of this discussion, it's a
22 different project. It's a different architect, it
23 will be a separate construction contract. It's
24 located not in the center of campus. It's kind of at
25 the perimeter of the campus next to an athletic field

1 so we have a little more freedom there with regard to
2 campus activity. It's also an addition of the
3 primary work on the building. It's a small addition
4 to the building and we don't anticipate having to
5 displace a lot of people.

6 There will be some coordination that
7 we need with the existing activities in the building
8 and there will be likely some displacement but not on
9 the order that we are going to have on the Gaige and
10 Craig-Lee project. It's a \$6 million total project
11 cost so it's considerably smaller.

12 You know, I believe some of the same
13 concerns that I had expressed with the Gaige and
14 Craig-Lee projects are still valid here. You know,
15 timing is still important. Even though we don't have
16 maybe the same sequence of events with multiple
17 buildings, we still have a desire to complete the
18 project in an expeditious manner and get people
19 back -- open up the nursing program.

20 We're extremely cramped in our nursing
21 program currently with something like 8,000 square
22 feet of space for our entire program, and this
23 addition means a lot to being able to conduct that
24 program the way it should be, so we certainly don't
25 want to run into project delays on that project

1 about how complex that is or is that fairly standard
2 as a plug in, you plug it into a wall type of thing
3 or it comes prewired.

4 Other things that suggest that a PLA may be
5 advantageous is the limited access that's on the back
6 part of the campus. There would appear to be only
7 one construction entrance into that project and so if
8 there were labor disputes, does that limited access
9 favor the PLA?

10 So I see some pluses and some not. So I am
11 interested to hear what other members of the
12 Committee see as reasons for and against a PLA for
13 that project.

14 MR. MITCHELL: Mr. Chairman, if I may, like
15 the dean, I do see a little bit of complexity but not
16 a lot of complexity in the Fogarty project.

17 I don't believe the building systems
18 themselves rise to the level of complexity as, let's
19 say, the Chemistry Building at URI, which has
20 chemicals and Hazmat considerations as well as
21 sophisticated monitoring systems and sophisticated
22 alarm systems. It's just a very different level of
23 complexity. The cost is much lower the cost is one
24 of the driving factors for a PLA.

25 I know Mr. Sabatoni suggested that the

1 either.

2 I think that all the same reasons
3 about labor harmony and everything are still
4 important. I would agree it's a less complex project
5 I guess and a smaller project, and for that reason I
6 am certainly open to more discussion on this one
7 than -- than Gaige and Craig-Lee. So I would be
8 interested to hear what everybody else has to say
9 about that.

10 MR. SIMSON: I'm also interested in hearing
11 what other people have to say. I see pros on the PLA
12 on that project and don't see pros on the PLA on that
13 project. I think sequencing scheduling, because it
14 is a one construction project, is less than it was on
15 the Gaige and Craig-Lee.

16 Unlike what Kevin just said, I see
17 complexity in the project to which a PLA might be
18 helpful in terms of complexity of designing the rooms
19 within that building.

20 The architect talked about nursing training
21 labs with high levels of patient simulation equipment
22 needing to be wired in, and so therefore, that
23 complexity suggests that the sequencing between the
24 trades of getting things in on a timely fashion would
25 be important to completing it on time, but I'm unsure

1 unions -- those interested parties would like to see
2 a PLA on that project, but I really don't think it
3 meets the criteria for a PLA because it is a smaller,
4 almost a stand-alone project that neither Gaige or
5 Craig-Lee are dependent upon what happens to Fogarty
6 to my understanding, and it is not in the central
7 part of the campus.

8 So under the circumstances, I do not believe
9 a PLA would be in the best interest of the State for
10 that project.

11 MR. FITTA: Just speaking about size, as I
12 mentioned, I noticed President Obama's -- was it
13 Obama's PLA approval or --

14 MR. BROOKS: The executive order.

15 MR. FITTA: The executive order. He's got a
16 \$25 million kind of threshold where projects
17 \$25 million or larger, federal projects, that is,
18 require a PLA.

19 So I'm just wondering whether that's
20 something we should keep in our minds in this
21 discussion as well. Obviously, the Gaige and
22 Craig-Lee exceeds the 25 million. This is well below
23 that 25 million. Again, I'd like to hear what you
24 have to say, Tom and Frank.

25 MR. MITCHELL: If I may, the executive order

1 of President Obama is not binding on the State in any
 2 way, shape or form. It's a benchmark that you can
 3 look at and say, okay, \$25 million is the economic
 4 criteria.
 5 MR. FITTA: That's what I was suggesting,
 6 yeah.
 7 MR. BOVIS: Would there be any reason to
 8 package these together as a project? They're two
 9 separate projects?
 10 MR. FITTA: Exactly. There are two separate
 11 architects and also the timing is different. We hope
 12 to have the Fogarty project out to bid late fall,
 13 whereas the Gaige project won't come into the bid
 14 cycle probably until the springtime.
 15 MR. BOVIS: Okay.
 16 MR. O'BRIEN: The testimony disclosed that
 17 it wouldn't be necessary to move departments or
 18 classes during construction, and the architect
 19 classified the project as a standard commercial
 20 project. So, you know, it's certainly not something
 21 that's very complex.
 22 And I think, Mike, you asked a
 23 question, is there a need for special piping or
 24 rather features, and he said, no, there wasn't. So,
 25 again, it's the location I think, you know, that

1 number is, you know, each has a different concept of
 2 complexity.
 3 MR. SIMSON: I'm set.
 4 MR. FITTA: Do you want to put your motion
 5 back on the table?
 6 MR. MITCHELL: If I may make a motion, Mr.
 7 Chairman. The motion would be that the Committee
 8 finds that given the size, duration, timing and
 9 complexity of the proposed renovation and addition to
 10 the Fogarty Life Sciences Building project, it is in
 11 the best interest of Rhode Island College and the
 12 State of Rhode Island to not utilize a project labor
 13 agreement on that project.
 14 MR. FITTA: Anybody second that motion?
 15 MR. O'BRIEN: I'll second that.
 16 MR. FITTA: All in favor?
 17 (VOICE VOTE TAKEN)
 18 (UNANIMOUS)
 19 MR. BROOKS: None opposed. Is there any
 20 other business that should come before the Committee?
 21 MR. FITTA: I think the next steps in the
 22 process, or next step, would be to propose a summary
 23 of this and make a recommendation to Director Licht.
 24 MR. MITCHELL: I believe to Director Licht
 25 and to President Carriuolo.

1 distinguishes it from the other two.
 2 Just sort of an aside, speaking of
 3 thresholds, the Archdiocese of Boston has a \$900,000
 4 threshold. Any construction project that exceeds
 5 that goes to a PLA. Everyone has their own
 6 threshold.
 7 MR. MITCHELL: It's arbitrary.
 8 MR. BROOKS: Well, until the Vatican says
 9 that...
 10 MR. O'BRIEN: You can pull a number out of
 11 the air and say this is it, you know, and even though
 12 those exist, they're not always adhered to for a
 13 variety of reasons. That's getting off the...
 14 MR. FITTA: No, that's okay.
 15 MR. O'BRIEN: I'm agreeing with Michael that
 16 essentially there is not a need for a PLA in this
 17 instance.
 18 MR. BOVIS: I agree as well, as to the size
 19 and complexity.
 20 MR. FITTA: Any further thoughts? Earl?
 21 MR. SIMSON: No. Having heard all the other
 22 voices of the Committee, my concept of what I saw as
 23 complex appears not to fit into the definition of
 24 complex for the purposes of a PLA, so...
 25 MR. MITCHELL: That's like the arbitrary

1 MR. BROOKS: Mr. Chairman, would you like me
 2 to do that in my capacity as legal counsel for the
 3 benefit of the Committee to review?
 4 MR. FITTA: That would be terrific. Yes,
 5 please.
 6 MR. BROOKS: So then I'll be guided by my
 7 colleague to my right here. Would it be appropriate
 8 to adjourn or go into recess subject to another
 9 Committee hearing just to approve that decision?
 10 MR. MITCHELL: I think if you can circulate
 11 a draft, Committee members can review it, comment on
 12 it, and then when everyone's satisfied with the
 13 recommendation, you've got a record and it can then
 14 be given to the chairman or we can all sign it.
 15 MR. BROOKS: And transmit it.
 16 MR. MITCHELL: With technology, you can sign
 17 long distance and transmit it that way. I don't see
 18 the need to reconvene.
 19 MR. O'BRIEN: I don't want to put any
 20 pressure on you but could you give us a ballpark
 21 figure of when that might be just so we might be
 22 looking at --
 23 MR. MITCHELL: Let's have it on Monday.
 24 MR. BROOKS: Well, let me ask members of the
 25 Committee that are involved with the project. I know

1 there was a master schedule, so to speak. How soon
 2 do you need to get this to the Department of
 3 Administration and to the president?
 4 MR. FITTA: Well, we have a little bit of
 5 time.
 6 MR. BROOKS: So let me ask the stenographer.
 7 (Brief discussion with court reporter.)
 8 MR. BROOKS: How about the end of the week
 9 of the 21st? I assume you'll get me this transcript
 10 the latter part of next week?
 11 THE COURT REPORTER: Yes.
 12 MR. BROOKS: I'm at a conference the next
 13 week, the week of the 11th, so whatever the start of
 14 that week is. The 14th. So I'm thinking the Friday
 15 of the 21st, so that would be the 25th of July.
 16 MR. FITTA: Let me just ask a practical
 17 question I guess to Mike. From Rhode Island
 18 College's standpoint, that would be okay.
 19 MR. BROOKS: Okay.
 20 MR. FITTA: But I know that Director Licht
 21 is going to be --
 22 MR. MITCHELL: My understanding is Director
 23 Licht has been nominated for the Superior Court and
 24 approved by the Senate and is just waiting to be
 25 sworn in, which I understand will be sometime in mid

1 to do it as soon as I can.
 2 MR. O'BRIEN: Would you also send us a copy
 3 of the minutes?
 4 MR. BROOKS: Yes. I'll prepare minutes of
 5 this meeting and I'll send everyone a copy of the
 6 transcript as soon as I get it.
 7 MR. FITTA: Does anybody else have any other
 8 business that they want to discuss?
 9 MR. MITCHELL: Move to adjourn.
 10 MR. FITTA: Okay.
 11 MR. BOVIS: Second.
 12 MR. BROOKS: All in favor?
 13 (VOICE VOTE TAKEN)
 14 (UNANIMOUS)
 15 MR. BROOKS: Let's go back on the record and
 16 enter this, the sign-in sheet, as 12.
 17 (Whereupon, Exhibit No. 12 was marked.)
 18 MR. BROOKS: So we'll enter the minutes of
 19 the public hearing of the Committee on June 19th,
 20 2014 as Exhibit 13.
 21 (Whereupon, Exhibit No. 13 was marked.)
 22 (Whereupon, the public hearing was
 23 adjourned at 10:11 a.m.)
 24
 25

1 August, so the sooner we can get this done and to
 2 him, the sooner he can have discussions with the
 3 president of the college and make whatever
 4 determination he needs to make.
 5 MR. BROOKS: Given the timing of my schedule
 6 and when the transcript will be ready, I'll work to
 7 get it done as soon as I can that week of the 21st
 8 and get it to you. I'll set a goal of Wednesday that
 9 week.
 10 MR. MITCHELL: If we can have a final
 11 recommendation to the director by the first of
 12 August, I think that would be --
 13 MR. BROOKS: Yeah. I can get everyone a
 14 draft. I'll set a goal for the 23rd but no later
 15 than the 25th of July.
 16 MR. SIMSON: I'm out of the country starting
 17 on the 25th. I'll have limited access to email at
 18 that point so...
 19 MR. BROOKS: I'll keep that in mind.
 20 MR. MITCHELL: Life just got more complex.
 21 MR. FITTA: The reason I'm concerned about
 22 Richard Licht is because if we go, you know, into a
 23 period where there's no director for a period of
 24 time, it's possible this could sit there.
 25 MR. BROOKS: I understand. I'll do my best

1
 2
 3 C E R T I F I C A T E
 4 I, Diane J. DeStefano, a Notary Public in and
 5 for the State of Rhode Island, hereby certify that
 6 the foregoing pages are a true and accurate record of
 7 my stenographic notes that were reduced to print
 8 through computer-aided transcription.
 9
 10 In witness thereof, I hereunto set my hand this
 11 4th of July, 2014.
 12
 13 _____
 14 Diane J. DeStefano, Notary Public
 15
 16 My commission expires on 3/25/17
 17
 18
 19
 20
 21
 22
 23
 24
 25

\$	9	alarm [1] 35/22
\$25 [3] 36/16 36/17 37/3	9:00 [1] 1/10	alia [1] 26/12
\$25 million [2] 36/16 36/17	9:09 [1] 3/2	all [21] 4/18 8/15 8/18 11/5
\$50 [1] 13/15	A	11/14 16/8 21/24 22/2 24/1
\$50 million [1] 13/15	a.m [3] 1/10 3/2 43/23	24/2 27/14 27/20 29/1 29/18
\$6 [2] 13/13 33/10	ABC [1] 5/4	32/14 32/19 34/2 38/21 39/16
\$6 million [2] 13/13 33/10	abide [2] 27/19 29/11	40/14 43/12
\$90 [3] 19/17 19/18 21/1	able [2] 19/1 33/23	allow [1] 3/22
\$90 million [2] 19/17 19/18	about [16] 6/25 8/21 8/21	allowed [4] 27/14 29/18 30/25
\$900,000 [1] 38/3	13/8 16/8 16/8 23/25 25/15	31/11
0	32/20 34/3 34/9 34/20 35/1	almost [1] 36/4
0108 [1] 1/25	36/11 41/8 42/21	alone [1] 36/4
02919 [1] 1/24	above [1] 16/6	along [2] 8/23 23/6
1	absolute [1] 32/8	already [2] 4/11 5/9
10 [3] 2/11 12/18 12/19	academic [6] 15/10 15/13	also [12] 6/18 16/1 17/1
10 percent [1] 20/16	15/16 17/2 17/4 17/19	19/11 19/21 20/4 20/16 21/5
10:11 [1] 43/23	acceded [1] 23/16	33/2 34/10 37/11 43/2
11 [5] 2/7 2/13 24/7 24/12	accept [2] 10/25 11/5	always [2] 19/13 38/12
24/13	accepted [1] 11/9	am [4] 11/16 30/19 34/6
11th [1] 41/13	access [3] 35/5 35/8 42/17	35/10
12 [6] 2/9 2/10 2/12 2/14	accommodate [1] 10/4	amend [3] 28/4 28/8 28/9
43/16 43/17	accurate [1] 44/4	amended [1] 32/16
13 [4] 2/4 2/15 43/20 43/21	accustomed [1] 6/6	amendment [2] 27/24 28/15
14th [1] 41/14	Act [2] 6/12 10/13	amendments [3] 28/13 28/17
16 [3] 2/5 2/7 2/8	actions [1] 22/16	28/18
16th [3] 10/6 11/19 11/25	activities [4] 14/4 14/4	amongst [1] 26/7
17 [2] 2/10 44/14	16/24 33/7	amount [1] 16/18
19 [2] 2/11 2/15	activity [4] 6/23 15/1 15/3	another [9] 6/8 6/19 7/12
19th [5] 2/2 5/16 10/9 11/1	33/2	7/17 7/22 8/6 8/22 9/8 40/8
43/19	actual [2] 10/19 10/21	anticipate [1] 33/4
1st [1] 23/1	actually [3] 19/19 19/20	any [25] 7/25 9/9 9/21 10/16
2	19/23	10/23 11/8 16/4 17/22 17/23
2012 [1] 13/16	add [1] 22/23	18/20 24/14 27/13 27/22 28/9
2014 [16] 1/9 2/4 2/5 2/7	addition [9] 1/7 12/25 13/12	28/14 28/19 29/17 30/8 37/1
2/8 2/10 2/11 2/13 2/15 3/1	14/2 24/24 33/2 33/3 33/23	37/7 38/4 38/20 39/19 40/19
10/9 11/1 11/19 11/25 43/20	39/9	43/7
44/7	additional [3] 17/23 19/23	anybody [6] 24/15 28/13 28/19
21st [3] 41/9 41/15 42/7	28/9	32/12 39/14 43/7
23rd but [1] 42/14	address [1] 3/9	anyone [1] 22/22
24 [1] 2/13	addressed [2] 12/7 23/7	anything [1] 22/23
25 [1] 30/25	adequate [1] 9/24	Apparently [1] 8/9
25 million [2] 36/22 36/23	adequately [1] 14/17	appear [3] 7/20 9/15 35/6
251 [2] 23/10 23/14	adhered [1] 38/12	appeared [2] 9/18 9/20
25th [3] 41/15 42/15 42/17	adjourn [2] 40/8 43/9	appears [1] 38/23
3	adjourned [1] 43/23	apprenticeships [1] 20/5
3/25/17 [1] 44/14	adjustments [1] 3/17	appropriate [8] 5/22 7/13
30-plus [1] 3/10	Administration [5] 1/16 1/18	10/24 17/10 17/13 21/19 22/5
33 [1] 1/24	22/11 26/24 41/3	40/7
365,000 [1] 21/1	adoption [1] 21/5	approval [2] 10/8 36/13
4	advanced [1] 6/15	approve [2] 22/14 40/9
401 [1] 1/25	advantageous [1] 35/5	approved [1] 41/24
43 [2] 2/14 2/15	advised [1] 5/12	arbitrary [2] 38/7 38/25
44 [1] 5/17	affiliation [1] 30/10	arbitration [1] 3/12
44 million [1] 13/8	after [1] 14/6	Archdiocese [1] 38/3
48 [2] 6/13 6/22	again [5] 15/6 21/18 29/11	architect [4] 13/11 32/22
4th [1] 44/7	36/23 37/25	34/20 37/18
6	against [3] 26/14 30/7 35/12	architects [1] 37/11
600 [1] 1/11	agenda [2] 10/7 10/8	are [22] 7/25 11/10 13/5
6A [4] 2/4 4/21 4/24 5/1	agree [8] 9/10 21/2 21/21	13/14 14/9 17/4 18/22 18/23
6B [3] 2/5 4/25 5/1	21/25 30/11 31/14 34/4 38/18	21/8 21/9 24/14 27/12 29/13
6th [1] 5/15	agreed [5] 5/15 15/12 15/15	29/14 29/21 33/9 33/14 34/3
7	22/17 29/25	36/5 37/10 40/25 44/4
764-0108 [1] 1/25	agreed-upon [2] 15/12 15/15	aren't [1] 20/13
8	agreeing [3] 30/9 30/16 38/15	argument [1] 16/4
8,000 [1] 33/21	agreement [15] 1/2 12/22 25/2	around [1] 18/5
	26/6 26/6 26/25 27/4 27/17	arrive [1] 10/2
	27/19 29/4 29/9 29/10 29/14	art [2] 31/20 31/20
	30/5 39/13	Arts [1] 1/15
	agreements [1] 31/4	as [77]
	aided [1] 44/5	aside [1] 38/2
	air [1] 38/11	ask [16] 4/19 4/24 4/25 6/1
		7/21 11/16 11/21 12/4 12/10
		12/17 20/20 24/6 30/21 40/24

A		
ask... [2]	41/6 41/16	
asked [1]	37/22	
assent [4]	27/18 29/10 29/15 30/15	
assist [2]	15/8 15/21	
Associate [1]	1/15	
associated [5]	4/1 4/23 13/14 20/1 20/10	
ASSOCIATES [2]	1/23 12/4	
Association [2]	12/10 12/17	
assume [2]	28/3 41/9	
at [22]	3/2 5/22 6/1 6/5 7/25 9/14 9/18 9/20 13/19 17/10 17/25 18/11 21/19 21/25 32/21 32/24 35/19 37/3 40/22 41/12 42/17 43/23	
athletic [1]	32/25	
attempt [1]	26/24	
attend [2]	6/17 6/20	
attended [2]	6/5 7/6	
attention [2]	5/2 5/14	
attorney [4]	9/17 9/18 9/19 12/8	
August [2]	42/1 42/12	
authority [1]	31/15	
available [1]	7/19	
Avenue [1]	1/11	
award [1]	27/6	
aware [1]	28/19	
away [1]	3/23	
B		
back [7]	6/4 18/13 19/2 33/19 35/5 39/5 43/15	
ballpark [1]	40/20	
bargaining [5]	3/14 3/18 27/17 29/8 29/14	
based [1]	30/12	
basically [1]	29/25	
be [87]		
because [13]	6/11 13/19 18/5 18/25 20/15 21/12 24/3 25/14 26/6 30/10 34/13 36/3 42/22	
been [11]	3/15 5/9 8/19 11/9 17/14 18/24 19/25 23/1 28/18 32/2 41/23	
before [7]	3/9 5/18 10/6 21/15 28/18 31/19 39/20	
begin [1]	3/9	
behalf [6]	10/12 11/13 11/18 11/25 12/8 12/14	
behind [1]	5/9	
being [4]	12/23 12/24 19/1 33/23	
believe [21]	4/10 8/24 10/6 10/23 14/13 14/17 15/25 17/9 17/20 17/24 18/16 18/25 19/7 22/24 23/11 23/19 24/3 33/12 35/17 36/8 39/24	
below [1]	36/22	
benchmark [1]	37/2	
beneficial [1]	19/8	
benefit [2]	23/21 40/3	
benefits [2]	19/9 26/11	
best [8]	17/20 17/24 18/3 24/25 26/4 36/9 39/11 42/25	
better [2]	20/10 20/18	
between [6]	4/16 18/18 23/10 23/13 29/22 34/23	
bid [4]	27/5 31/11 37/12 37/13	
bidding [2]	26/7 27/6	
big [1]	15/17	
binding [2]	22/20 37/1	
bit [3]	17/3 35/15 41/4	
Blue [2]	20/22 20/22	
Bob [3]	8/23 14/11 14/11	
Boisselle [13]	2/4 2/6 3/25 3/25 4/22 5/17 6/3 6/14 6/19 7/14 7/17 8/24 10/4	
Boisselle's [3]	4/8 4/14 11/10	
bond [1]	13/15	
Boston [1]	38/3	
both [9]	3/12 3/13 9/6 10/20 14/11 16/2 18/11 19/9 30/1	
Bovis [1]	1/16	
breaks [1]	26/18	
Brief [1]	41/7	
bring [4]	27/14 29/18 30/25 31/12	
brings [1]	12/20	
broken [1]	15/11	
Brooks [8]	1/19 2/4 2/5 2/7 2/8 2/10 2/11 9/15	
Brooks's [1]	14/12	
brought [1]	10/10	
Brubeck's [1]	4/14	
budget [2]	19/24 20/2	
Builders [3]	4/1 4/23 11/20	
building [23]	1/7 12/25 13/12 17/5 17/11 18/7 22/25 23/8 23/15 23/18 24/9 24/11 24/25 30/5 30/6 30/15 33/3 33/4 33/7 34/19 35/17 35/19 39/10	
buildings [6]	13/8 18/11 18/17 18/19 19/2 33/17	
built [1]	3/21	
business [3]	3/11 39/20 43/8	
but [28]	4/14 5/23 6/15 6/19 7/6 7/25 9/8 9/22 10/10 14/24 15/24 17/19 20/1 22/1 22/16 25/11 25/17 27/8 31/3 32/1 32/1 33/8 34/25 35/15 36/2 40/20 41/20 42/14	
C		
calendar [1]	15/10	
call [5]	3/4 5/2 5/14 31/18 31/21	
called [2]	30/12 31/8	
came [2]	19/23 31/19	
campus [20]	13/25 14/9 14/19 14/23 14/25 15/1 15/2 16/2 16/13 16/16 16/18 16/20 16/22 18/10 18/21 32/24 32/25 33/2 35/6 36/7	
can [30]	3/7 4/5 7/3 16/8 17/6 19/13 20/9 20/10 21/12 22/1 23/22 25/6 25/10 28/21 29/2 30/11 30/21 37/2 38/10 40/10 40/11 40/13 40/14 40/16 42/1 42/2 42/7 42/10 42/13 43/1	
can't [1]	5/20	
cannot [1]	29/4	
capable [1]	26/8	
capacity [2]	24/10 40/2	
Capital [1]	1/14	
carries [1]	17/17	
Carriuolo [1]	39/25	
cart [1]	21/15	
case [2]	29/3 30/1	
caused [1]	17/23	
cement [1]	23/11	
center [4]	1/11 15/2 16/22 32/24	
central [2]	13/25 36/6	
certain [2]	23/1 26/10	
certainly [6]	9/22 22/1 25/11 33/24 34/6 37/20	
CERTIFIED [1]	1/23	
certify [1]	44/3	
chair [4]	5/20 5/23 7/7 8/14	
chairman [13]	1/14 3/3 4/4 6/8 7/8 8/19 13/1 24/17 27/9 35/14 39/7 40/1 40/14	
chairperson [2]	8/7 8/11	
Chapter [1]	12/16	
charge [1]	31/23	
chemicals [1]	35/20	
Chemistry [5]	23/8 23/18 24/11 30/15 35/19	
Chief [3]	1/17 22/10 22/20	
Chris [1]	9/17	
circulate [1]	40/10	
circumstances [2]	5/19 36/8	
classes [3]	14/5 17/1 37/18	
classified [1]	37/19	
classroom [1]	13/7	
classrooms [1]	18/24	
clear [2]	6/25 18/14	
closed [2]	5/9 7/5	
colleague [1]	40/7	
collective [4]	3/14 27/17 29/8 29/14	
college [16]	1/2 1/10 1/15 14/4 16/13 16/15 17/21 17/25 22/9 22/21 25/1 26/4 26/23 27/2 39/11 42/3	
college's [2]	22/5 41/18	
colleges [1]	17/3	
come [6]	3/20 16/13 20/2 31/10 37/13 39/20	
comes [2]	29/3 35/3	
Commencing [1]	3/2	
comment [4]	4/8 7/3 28/25 40/11	
comments [6]	4/9 11/14 13/17 24/14 25/9 25/15	
commercial [1]	37/19	
commission [1]	44/14	
COMMITTEE [41]	1/2 3/9 4/16 5/20 5/21 5/24 6/1 6/8 7/8 7/11 7/16 7/24 8/2 8/5 8/15 10/12 10/14 11/12 11/13 11/18 11/25 12/8 12/14 21/20 22/8 23/20 24/11 24/21 24/22 25/25 26/22 27/10 35/12 38/22 39/7 39/20 40/3 40/9 40/11 40/25 43/19	
committees [1]	3/16	
communications [3]	11/10 11/11 11/17	
community [1]	14/25	
commuter [1]	16/14	
company [2]	23/12 23/14	
competitive [1]	26/7	
complete [3]	18/12 19/3 33/17	
completed [2]	15/12 15/14	
completely [1]	5/7	
completing [2]	26/9 34/25	
complex [7]	13/24 34/4 35/1 37/21 38/23 38/24 42/20	
complexity [12]	24/23 26/1 34/17 34/18 34/23 35/15	

E	18/13 18/22 19/1 19/9 fairly [1] 35/1 fairness [3] 3/21 7/1 31/13 fall [1] 37/12 familiar [2] 20/13 31/1 fashion [3] 19/2 19/9 34/24 favor [7] 8/15 11/5 32/14 32/19 35/9 39/16 43/12 favorable [1] 27/2 features [2] 21/14 37/24 federal [1] 36/17 feel [1] 9/12 feet [1] 33/22 few [1] 6/5 field [1] 32/25 figure [1] 40/21 filed [1] 10/17 fill [1] 9/3 final [3] 5/3 31/14 42/10 finally [2] 5/4 12/13 financial [1] 27/21 finds [3] 24/22 25/25 39/8 fine [1] 28/12 firms [2] 20/9 20/13 first [12] 12/23 15/23 16/4 18/9 25/12 28/14 29/16 30/4 30/12 30/19 30/21 42/11 fit [1] 38/23 Fitta [6] 1/14 8/6 8/10 8/14 8/18 16/10 fixed [1] 26/13 flow [3] 16/16 16/19 16/19 flushed [1] 22/6 focus [1] 8/3 FOGARTY [12] 1/7 12/25 13/11 17/11 24/24 25/13 25/15 32/20 35/16 36/5 37/12 39/10 folks [2] 28/25 30/25 follow [1] 8/23 followed [1] 18/9 foot [1] 21/1 force [2] 29/4 29/25 forces [1] 14/20 foregoing [1] 44/4 forgot [1] 4/15 form [1] 37/2 forth [1] 31/2 forward [2] 22/15 23/23 forwarded [2] 11/12 23/5 found [1] 7/15 Francis [1] 1/15 Frank [6] 8/21 28/10 29/16 30/21 32/16 36/24 frankly [4] 3/22 6/4 21/12 29/20 freedom [1] 33/1 frequently [1] 16/13 Friday [1] 41/14 front [1] 10/20 fulfilled [1] 9/12 full [1] 11/14 further [3] 8/25 24/14 38/20	42/8 42/13 43/6 getting [3] 15/8 34/24 38/13 Girard [3] 2/13 23/7 24/9 gist [1] 23/9 give [2] 6/6 40/20 given [9] 17/9 18/8 19/12 24/22 25/23 26/1 39/8 40/14 42/5 giving [1] 5/5 go [10] 8/25 13/10 19/2 19/15 20/7 22/14 23/23 40/8 42/22 43/15 goal [2] 42/8 42/14 God's [1] 32/1 goes [2] 14/5 38/5 going [9] 3/22 5/13 5/23 11/16 13/20 22/3 22/4 33/9 41/21 good [1] 8/2 got [5] 6/16 9/21 36/15 40/13 42/20 governed [1] 6/12 governs [1] 10/14 greater [1] 26/18 greatly [1] 4/2 grievance [1] 3/13 guess [8] 8/20 8/25 13/17 14/22 28/1 32/1 34/5 41/17 guided [1] 40/6 guidelines [1] 20/16
	H	
email... [3] 10/10 11/18 42/17 emphatically [1] 5/4 employee [1] 29/4 employees [4] 14/24 30/2 30/8 31/7 empty [1] 18/11 enclosed [1] 10/18 end [1] 41/8 engaged [1] 3/15 England [1] 12/9 enough [2] 8/1 18/10 ensuring [1] 26/9 enter [5] 4/8 4/17 4/20 43/16 43/18 entered [4] 11/11 11/17 24/5 24/7 entertain [2] 8/22 22/1 entire [2] 15/16 33/22 entirely [1] 17/13 entrance [1] 35/7 equipment [1] 34/21 Esq [9] 1/17 2/4 2/5 2/7 2/8 2/10 2/10 2/11 2/13 Esquire [1] 1/19 essence [1] 21/23 essentially [2] 29/10 38/16 established [1] 26/19 etc [1] 26/18 even [5] 14/8 22/2 31/13 33/15 38/11 events [2] 14/5 33/16 every [1] 14/5 everybody [2] 19/4 34/8 everyone [5] 25/23 31/9 38/5 42/13 43/5 everyone's [1] 40/12 everything [4] 16/5 19/12 19/14 34/3 evident [1] 7/25 Exactly [1] 37/10 example [1] 23/21 exceeds [2] 36/22 38/4 excellent [1] 9/5 executive [5] 12/2 12/15 36/14 36/15 36/25 exhibit [20] 4/9 4/20 5/1 10/18 11/17 11/22 11/23 12/5 12/6 12/11 12/12 12/18 12/19 24/5 24/7 24/11 24/13 43/17 43/20 43/21 exist [1] 38/12 existing [3] 27/15 29/18 33/7 expeditious [2] 26/14 33/18 experience [6] 19/16 19/19 28/24 29/12 30/13 30/20 experienced [1] 14/18 experiences [1] 19/15 expires [1] 44/14 expressed [1] 33/13 extended [1] 17/7 external [1] 17/18 extra [2] 5/7 10/10 extremely [2] 21/9 33/20	had [18] 4/2 5/15 5/24 6/15 6/16 6/19 7/1 7/20 8/1 9/11 9/22 9/25 11/12 19/16 19/18 25/7 25/9 33/13 hall [12] 1/6 1/6 12/24 17/5 17/11 18/1 25/23 26/2 26/2 26/25 26/25 31/10 hand [1] 44/6 handed [1] 24/21 handle [1] 25/13 happen [1] 23/22 happens [1] 36/5 happy [1] 20/2 harmony [3] 14/14 21/8 34/3 has [18] 5/6 5/8 5/24 8/18 9/5 9/18 13/12 16/15 16/19 23/3 23/7 28/10 34/8 35/19 38/3 38/5 39/1 41/23 have [75] haven't [1] 32/2 having [6] 6/6 15/4 15/11 17/14 33/4 38/21 Hazmat [1] 35/20 he [23] 4/2 5/11 5/24 6/14 6/16 7/18 7/18 7/19 7/19 7/20 7/21 7/21 8/1 8/1 8/4 9/1 9/2 9/10 9/11 9/15 37/24 42/2 42/4 he's [5] 5/11 6/19 9/19 11/20 36/15 hear [5] 3/7 16/8 34/8 35/11 36/23 heard [5] 14/10 14/15 15/20 25/16 38/21 hearing [22] 1/2 1/5 2/2 2/15 5/12 5/16 5/18 6/2 6/5 7/12 7/22 8/22 9/8 10/9 10/16 10/19 10/22 11/1 34/10 40/9 43/19 43/22 hearings [1] 9/13 held [1] 5/13	
F		
facility [1] 21/1 fact [4] 3/20 5/15 15/25 23/13 factors [1] 35/24 faculty [7] 15/17 17/7 18/6	GAIGE [28] 1/6 12/23 13/4 13/6 13/18 13/23 15/1 16/7 17/5 17/10 18/1 18/3 18/9 18/12 22/23 24/15 25/5 25/12 25/22 26/2 26/25 33/9 33/13 34/7 34/15 36/4 36/21 37/13 general [3] 12/17 25/7 29/23 get [11] 19/1 19/4 19/13 33/18 41/2 41/9 42/1 42/7	

H		L
helpful [1] 34/18	instance [1] 38/17	labor [19] 1/2 12/22 14/13
here [14] 6/19 9/12 13/23	intangible [1] 26/11	21/8 23/10 23/13 23/16 23/22
14/5 14/19 15/3 15/11 17/1	inter [1] 26/12	25/2 26/6 26/6 26/15 26/24
21/7 22/8 28/25 31/15 33/14	interest [11] 3/12 17/21	27/4 29/3 31/3 34/3 35/8
40/7	17/24 18/3 22/4 22/5 22/6	39/12
hereby [1] 44/3	24/25 26/4 36/9 39/11	labs [1] 34/21
hereunto [1] 44/6	interested [9] 4/7 6/3 9/9	Lafleur [2] 2/9 12/1
high [2] 14/7 34/21	11/15 16/7 34/8 34/10 35/11	large [3] 13/24 16/15 16/18
him [1] 42/2	36/1	larger [2] 13/6 36/17
himself [1] 9/2	internal [1] 3/13	last [1] 4/15
his [8] 4/11 5/3 5/10 7/18	into [13] 4/9 4/20 11/11	late [1] 37/12
7/18 8/3 9/14 24/10	15/11 18/7 27/4 33/25 35/2	later [3] 21/16 21/25 42/14
hold [1] 5/15	35/7 37/13 38/23 40/8 42/22	latter [1] 41/10
holidays [1] 26/18	invitation [1] 4/7	lead [2] 7/11 13/2
honesty [1] 3/22	invite [1] 6/2	leaders [1] 20/8
hope [2] 21/20 37/11	involved [4] 17/14 20/14	leads [1] 18/25
horse [1] 21/16	20/21 40/25	least [2] 17/10 18/1
host [2] 3/18 9/16	IRONS [1] 1/23	leave [1] 7/23
hours [3] 6/13 6/22 14/6	is [90]	lecturer [1] 3/15
housed [1] 15/18	ISLAND [27] 1/1 1/2 1/10 1/12	LEE [28] 1/6 12/24 13/4 13/6
how [9] 16/18 20/10 20/14	1/24 4/23 12/3 12/16 13/16	13/18 13/24 15/2 16/7 16/21
21/12 23/23 31/1 35/1 41/1	16/13 17/21 17/25 20/23	17/5 17/10 18/1 18/3 18/10
41/8	22/25 23/14 24/9 25/1 25/1	18/14 18/15 22/23 24/16
	26/4 26/5 26/23 27/2 27/3	25/12 25/22 26/2 26/25 33/10
	39/11 39/12 41/17 44/3	33/14 34/7 34/15 36/5 36/22
	isn't [2] 21/16 21/23	legal [6] 1/17 1/19 6/22 9/3
	issue [2] 30/19 30/22	9/5 40/2
	it [75]	less [3] 32/6 34/4 34/14
	it's [32] 4/10 4/21 6/22	let [4] 5/2 40/24 41/6 41/16
	6/22 7/7 7/25 12/15 13/7	let's [4] 32/19 35/18 40/23
	13/25 15/14 16/22 21/15 22/7	43/15
	24/7 25/17 29/25 31/13 32/21	letter [21] 2/4 2/8 2/10 2/11
	32/22 32/23 32/24 33/2 33/3	2/13 4/25 5/3 7/18 11/24
	33/10 33/11 34/4 35/22 37/2	12/7 12/13 22/25 23/4 23/6
	37/20 37/25 38/7 42/24	23/6 23/9 23/12 24/8 27/18
	item [1] 10/8	29/10 29/15
	its [3] 23/11 27/15 29/18	letters [1] 30/15
	itself [1] 10/19	level [3] 17/12 35/18 35/22
	Iwuc [2] 2/12 12/15	levels [1] 34/21
		liberty [1] 25/21
I	J	Licht [5] 39/23 39/24 41/20
I'd [2] 25/21 36/23	job [4] 14/1 15/9 31/1 31/12	41/23 42/22
I'll [19] 7/23 8/10 10/25	Joe [3] 2/7 9/17 11/19	life [8] 1/7 12/25 13/11
13/17 25/18 27/8 28/21 32/9	Johnston [1] 1/24	19/5 24/24 32/20 39/10 42/20
32/9 39/15 40/6 42/6 42/8	join [5] 27/20 29/2 29/5	like [16] 3/5 3/8 5/4 6/22
42/14 42/17 42/19 42/25 43/4	29/5 30/18	11/11 13/1 20/6 21/19 25/21
43/5	judgment [1] 21/13	28/13 33/21 35/14 36/1 36/23
I'm [26] 3/22 4/2 5/23 6/6	July [7] 1/9 2/13 3/1 23/1	38/25 40/1
6/9 6/25 16/12 20/2 21/18	41/15 42/15 44/7	likely [1] 33/8
23/1 28/12 29/20 29/20 30/23	June [15] 2/2 2/4 2/5 2/7	limited [3] 35/5 35/8 42/17
30/24 31/1 31/25 34/10 34/25	2/8 2/10 2/11 2/15 5/16 10/6	lips [1] 32/1
36/19 38/15 39/3 41/12 41/14	10/9 11/1 11/19 11/25 43/19	litigation [1] 17/15
42/16 42/21	June 16th [3] 10/6 11/19	little [3] 33/1 35/15 41/4
I've [12] 3/11 3/15 3/18	11/25	live [1] 23/21
3/21 10/18 14/11 14/12 16/6	just [23] 4/3 4/4 7/13 7/19	local [5] 23/10 23/14 27/17
19/12 19/22 24/20 25/23	8/21 8/23 13/3 13/23 14/24	29/8 29/13
I-W-U-C [1] 12/15	17/17 20/18 28/21 30/11	located [3] 13/25 16/22 32/24
identify [2] 20/9 31/6	34/16 35/22 36/11 36/19 38/2	location [2] 16/25 37/25
if [41] 3/17 4/4 4/5 4/20	40/9 40/21 41/16 41/24 42/20	logically [1] 18/25
6/10 6/18 7/24 9/2 9/23		long [1] 40/17
10/11 10/23 13/1 15/14 17/23	K	look [1] 37/3
18/6 20/7 20/14 21/21 21/25	keep [3] 25/11 36/20 42/19	looking [2] 9/14 40/22
22/2 22/7 22/24 23/1 25/11	keeping [1] 15/19	lot [6] 14/25 15/3 19/11
25/17 27/3 27/13 30/11 30/14	Kevin [3] 1/14 8/14 34/16	33/5 33/23 35/16
30/23 31/11 31/13 32/4 32/6	key [2] 31/7 31/8	lower [1] 35/23
35/7 35/14 36/25 39/6 40/10	kind [2] 32/24 36/16	
42/10 42/22	know [32] 3/10 5/18 5/19	M
II [1] 1/5	5/24 6/4 6/18 6/23 7/1 7/20	made [5] 3/18 5/9 7/11 23/2
immediately [1] 16/22	7/21 7/23 9/21 10/22 16/3	28/18
impact [4] 14/3 15/15 15/17	17/16 21/14 21/15 21/17	major [4] 13/7 17/6 19/17
16/2	25/16 30/11 31/14 32/8 33/12	21/14
important [7] 5/5 15/20 17/4	33/14 35/25 37/20 37/25	
21/9 33/15 34/4 34/25	38/11 39/1 40/25 41/20 42/22	
in [105]		
inadequate [1] 14/20		
include [3] 14/4 14/7 30/1		
included [2] 21/21 27/12		
including [1] 3/12		
incorporate [1] 27/3		
increased [3] 15/23 16/4		
18/25		
Independent [1] 12/3		
indicated [1] 8/24		
individual [1] 13/20		
industry [1] 20/1		
information [3] 8/2 8/25 9/6		
inhibit [1] 26/7		

M			
make [16]	6/10 7/22 8/4 9/2 10/1 13/23 21/12 22/8 22/11 24/15 24/17 25/14 39/6 39/23 42/3 42/4	modify [2]	30/4 32/9
making [2]	23/25 25/22	Monday [2]	11/18 40/23
management [1]	14/1	monitoring [1]	35/21
mandatory [1]	27/5	months [3]	14/7 16/17 19/21
manner [2]	15/9 33/18	more [7]	6/15 6/24 10/23 22/23 33/1 34/6 42/20
many [2]	6/6 15/17	most [2]	3/9 31/1
marked [14]	4/24 4/25 5/1 11/21 11/23 12/4 12/6 12/11 12/12 12/18 12/19 24/13 43/17 43/21	motion [26]	8/13 11/4 24/18 24/20 24/21 25/18 25/19 25/22 25/25 27/25 28/4 28/4 28/6 28/7 28/8 28/8 28/11 28/12 28/15 32/12 32/13 32/15 39/4 39/6 39/7 39/14
Martiesian [1]	9/19	Mount [1]	1/11
master [1]	41/1	move [6]	10/25 18/13 24/4 32/20 37/17 43/9
Mathew [2]	2/9 12/1	moving [2]	18/7 21/3
matter [2]	19/14 31/13	Mr [14]	3/3 3/24 4/4 6/18 8/6 8/10 8/18 13/1 16/10 23/6 24/17 35/14 39/6 40/1
matters [1]	17/15	Mr. [14]	4/8 4/14 4/14 6/3 6/14 7/14 7/17 8/24 9/15 10/4 11/10 23/4 27/9 35/25
may [15]	5/15 6/10 15/18 16/10 17/13 20/20 22/7 22/24 24/17 27/9 30/14 35/4 35/14 36/25 39/6	Mr. Boisselle [6]	6/3 6/14 7/14 7/17 8/24 10/4
May 6th [1]	5/15	Mr. Boisselle's [3]	4/8 4/14 11/10
maybe [3]	3/19 5/11 33/16	Mr. Brooks [1]	9/15
MBE [4]	20/6 20/9 20/13 20/16	Mr. Brubeck's [1]	4/14
me [13]	3/10 5/2 11/18 11/24 12/8 12/14 31/12 31/25 40/1 40/24 41/6 41/9 41/16	Mr. Chairman [1]	27/9
mean [3]	4/3 21/25 25/10	Mr. Mitchell [1]	23/4
means [3]	4/18 23/20 33/23	Mr. Sabatoni [1]	35/25
Mechanical [1]	12/10	much [2]	17/11 35/23
mediation [1]	3/12	multipage [1]	7/15
meet [3]	14/17 20/8 20/16	multiple [1]	33/16
meeting [9]	3/4 6/11 6/11 6/17 7/6 10/4 10/6 10/16 43/5	music [1]	14/21
meetings [5]	4/16 6/12 9/19 10/13 29/22	must [2]	4/1 14/2
meets [1]	36/3	my [31]	5/23 7/7 13/17 13/23 14/13 14/21 17/16 19/23 22/7 25/18 27/9 27/24 28/4 28/24 29/11 29/21 30/13 30/14 30/18 31/12 36/6 38/22 40/2 40/6 40/7 41/22 42/5 42/25 44/4 44/6 44/14
members [7]	1/13 7/24 24/21 30/5 35/11 40/11 40/24	myself [2]	3/20 17/3
membership [1]	30/11	N	
memory [1]	30/14	name [1]	5/23
mentioned [5]	14/25 18/20 21/8 32/21 36/12	names [1]	9/16
met [4]	5/15 19/19 19/20 20/3	near [1]	16/12
Michael [5]	1/17 2/13 23/5 24/8 38/15	necessary [2]	7/25 37/17
Michael's [2]	28/10 28/12	need [9]	6/24 8/6 9/7 10/11 33/7 37/23 38/16 40/18 41/2
mid [1]	41/25	needed [1]	23/17
might [3]	34/17 40/21 40/21	needing [1]	34/22
Mike [4]	31/19 32/15 37/22 41/17	needs [3]	18/5 18/12 42/4
Mike's [1]	28/15	negotiate [3]	22/15 26/5 26/24
million [12]	13/8 13/13 13/15 19/17 19/18 21/1 33/10 36/16 36/17 36/22 36/23 37/3	negotiated [2]	21/16 21/25
millions [1]	5/7	negotiation [1]	22/3
mind [2]	3/20 42/19	negotiations [1]	31/24
minds [1]	36/20	neighbor [1]	16/12
mine [1]	19/16	neither [1]	36/4
minimize [1]	14/3	New [1]	12/9
minorities [1]	26/21	next [11]	10/7 11/24 12/7 16/22 19/3 24/7 32/25 39/21 39/22 41/10 41/12
minutes [13]	2/15 10/8 10/11 10/15 10/17 10/18 10/21 11/1 11/5 11/9 43/3 43/4 43/18	no [22]	2/3 4/13 7/4 7/5 10/3 11/23 12/6 12/12 12/19 19/13 24/13 25/16 28/16 28/16 30/20 37/24 38/14 38/21 42/14 42/23 43/17 43/21
Mitchell [3]	1/17 23/4 23/6		
modernization [4]	1/6 12/23 26/3 27/1		
		nobody's [1]	31/25
		nominate [1]	8/10
		nominated [1]	41/23
		non [1]	28/15
		non-amendment [1]	28/15
		None [1]	39/19
		nonunion [10]	27/14 27/16 27/20 29/1 29/7 29/12 29/17 30/2 30/8 31/6
		nor [1]	29/14
		North [1]	1/12
		Nos [1]	5/1
		not [40]	3/22 5/12 5/17 5/23 7/17 14/23 15/14 15/25 17/11 17/13 17/17 18/10 22/16 22/19 23/1 23/3 25/2 26/7 27/16 27/20 29/1 29/7 29/13 29/20 29/20 30/7 30/18 31/14 32/24 33/8 35/10 35/15 36/6 36/8 37/1 37/20 38/12 38/16 38/23 39/12
		Notary [2]	44/3 44/11
		notes [1]	44/4
		notice [11]	5/5 6/13 6/15 6/16 6/18 6/22 9/4 9/22 9/22 9/23 9/24
		noticed [1]	36/12
		notified [1]	5/17
		November [1]	13/16
		November of [1]	13/16
		now [6]	5/10 6/14 10/13 19/25 20/12 32/19
		number [5]	27/13 27/15 27/19 38/10 39/1
		nursing [4]	13/12 33/19 33/20 34/20
		O	
		O'Brien [3]	1/15 7/10 29/17
		Obama [1]	37/1
		Obama's [2]	36/12 36/13
		objective [1]	17/22
		obligation [1]	9/13
		observation [1]	6/10
		observed [1]	16/21
		obviously [4]	6/14 7/24 19/13 36/21
		occur [2]	14/6 14/7
		off [1]	38/13
		offer [2]	21/20 27/9
		offered [2]	23/19 28/10
		office [1]	13/7
		Officer [2]	22/10 22/21
		offline [2]	17/5 18/24
		okay [18]	3/8 4/17 10/13 11/4 11/8 22/22 24/6 25/14 25/17 28/23 32/9 32/19 37/3 37/15 38/14 41/18 41/19 43/10
		Olson [2]	2/9 12/1
		on [102]	
		one [22]	4/3 4/15 9/21 13/18 14/22 17/13 20/6 20/12 20/15 21/8 21/21 22/15 23/10 25/20 27/13 27/13 29/21 30/12 34/6 34/14 35/7 35/23
		ones [1]	4/15
		only [3]	7/1 9/23 35/6
		onto [4]	27/15 29/18 31/1 31/12
		open [4]	6/12 10/13 33/19 34/6
		operate [1]	15/10

O	PLANTATIONS [1] 1/1 PLAs [1] 9/6 Pleasant [1] 1/11 please [1] 40/5 plug [2] 35/2 35/2 plus [1] 3/10 pluses [1] 35/10 point [6] 6/2 7/13 7/25 13/23 23/12 42/18 population [1] 16/15 position [1] 8/3 positive [2] 19/19 21/3 possibility [1] 8/22 possible [1] 42/24 potential [1] 5/6 potentially [1] 15/23 practical [1] 41/16 practices [1] 26/16 prebid [1] 29/22 preconstruction [1] 29/22 predictability [1] 26/17 predictable [1] 26/13 prefer [1] 25/12 prepare [4] 6/7 6/24 9/11 43/4 prepared [5] 9/5 10/12 10/15 10/18 13/22 present [2] 1/13 8/24 presentation [2] 7/16 8/5 president [11] 3/25 4/22 12/2 22/9 22/21 24/8 36/12 37/1 39/25 41/3 42/3 pressure [1] 40/20 prewired [1] 35/3 pride [1] 3/20 primary [1] 33/3 principal [4] 21/6 21/11 21/19 21/24 print [1] 44/4 prior [1] 5/12 pro [1] 9/6 probably [1] 37/14 problem [2] 28/16 32/6 problematic [1] 16/25 proceed [1] 23/17 proceedings [1] 9/20 proceeds [1] 24/1 process [1] 39/22 profession [1] 17/16 PROFESSIONAL [1] 1/23 Professor [1] 1/15 program [4] 33/19 33/21 33/22 33/24 programs [4] 14/6 15/4 26/16 26/20 project [83] projects [20] 1/14 12/22 13/4 13/5 13/7 13/9 13/13 13/14 13/20 13/21 14/16 14/19 14/20 18/1 18/4 19/8 33/14 36/16 36/17 37/9 promise [1] 14/21 promote [1] 14/13 properly [1] 14/3 propose [1] 39/22 proposed [5] 12/21 24/24 26/2 28/17 39/9 pros [3] 19/13 34/11 34/12 protection [1] 26/14 provide [3] 4/7 8/2 30/4 PROVIDENCE [4] 1/1 1/12 20/24 20/25 public [25] 1/5 2/2 2/15 5/16	6/2 6/5 6/11 6/18 7/12 8/22 9/4 9/8 9/13 9/23 9/24 10/9 10/16 10/16 10/19 11/1 20/21 43/19 43/22 44/3 44/11 pull [1] 38/10 Purchases [1] 1/17 Purchasing [2] 22/10 22/21 purposes [1] 38/24 put [5] 7/15 22/2 32/15 39/4 40/19 putting [1] 13/5
opportunity [2] 6/19 10/1 opposed [5] 8/18 11/8 31/17 32/7 39/19 or [25] 7/18 10/8 10/15 10/16 16/1 17/5 26/13 27/21 28/10 28/19 30/6 30/8 30/10 30/12 35/1 35/3 36/4 36/13 36/17 37/2 37/17 37/23 39/22 40/8 40/14 order [11] 3/4 7/22 18/13 18/13 25/4 25/11 28/22 33/9 36/14 36/15 36/25 original [1] 32/14 other [21] 3/19 6/3 6/16 6/17 7/23 9/1 9/18 9/20 11/10 13/9 14/12 14/19 20/4 25/20 34/11 35/4 35/11 38/1 38/21 39/20 43/7 others [3] 5/11 6/6 7/14 our [12] 9/3 9/4 9/12 10/6 13/25 14/11 15/2 15/13 22/16 33/20 33/22 36/20 out [14] 7/7 7/13 10/5 13/5 13/10 18/14 18/16 19/4 22/6 24/21 25/4 37/12 38/10 42/16 outset [1] 32/21 over [3] 13/2 16/17 17/15 overriding [1] 21/6 overseeing [1] 3/13 own [2] 14/13 38/5	Q quadrangle [1] 15/3 quarters [2] 15/18 19/4 question [2] 37/23 41/17 quite [4] 3/22 6/4 17/3 21/12	
P	R	
P-A-R-I-S-E-A-U-L-T [1] 11/20 package [3] 9/5 14/12 37/8 PAGE [1] 2/3 pages [2] 10/21 44/4 paragraph [2] 4/3 5/3 paramount [1] 14/1 Pariseault [3] 2/7 11/19 11/20 parking [1] 16/16 part [11] 5/22 13/25 23/2 28/14 28/15 28/15 29/6 29/12 35/6 36/7 41/10 participate [1] 6/23 parties [4] 4/7 6/3 11/15 36/1 parties' [1] 22/5 passed [1] 13/15 past [3] 16/17 19/15 19/16 patient [1] 34/21 PC [1] 1/15 pedestrian [1] 16/19 people [12] 6/5 6/16 6/17 7/1 7/2 9/16 15/7 16/15 31/12 33/5 33/18 34/11 percent [1] 20/16 performed [1] 3/11 perhaps [4] 7/12 25/9 30/3 30/4 perimeter [1] 32/25 period [4] 6/7 17/8 42/23 42/23 personally [1] 9/7 personnel [1] 31/8 phase [2] 26/11 27/4 picking [1] 8/20 pipng [1] 37/23 PLA [55] place [3] 1/10 15/4 22/4 planned [1] 18/8	rather [2] 8/5 37/24 ratification [1] 3/14 RE [1] 1/5 read [7] 14/11 15/6 15/24 19/12 19/14 19/22 29/17 reading [3] 3/24 4/3 15/7 reads [1] 25/25 ready [1] 42/6 real [2] 16/2 23/21 Reale [1] 9/17 really [4] 6/22 12/21 20/13 36/2 reason [6] 7/9 7/19 10/3 34/5 37/7 42/21 reasonable [1] 6/7 reasoned [1] 21/13 reasons [6] 16/5 19/7 24/2 34/2 35/12 38/13 recap [1] 13/3 received [4] 4/6 4/21 11/13 22/25 recess [1] 40/8 recognize [1] 9/16 recommendation [6] 22/9 22/20 30/22 39/23 40/13 42/11 recommendations [1] 31/17 recommended [6] 21/22 27/13 31/21 32/7 32/10 32/11 recommends [1] 26/22 reconvene [1] 40/18 record [12] 4/9 4/18 4/20 5/10 7/6 10/9 11/12 11/14 23/2 40/13 43/15 44/4 recruitment [1] 26/20 reduced [1] 44/4 referendum [1] 13/15 refuse [1] 7/8 regard [4] 15/21 20/5 24/15 33/1 regarding [2] 8/3 12/21 regards [4] 9/13 19/22 20/6 25/22 related [2] 17/14 17/15 relevant [2] 23/24 24/4 remain [1] 5/21 remember [1] 13/4 reminded [1] 23/15 reminder [1] 23/16 renovation [4] 1/7 12/23 24/24 39/9 renovations [4] 1/6 12/24 26/3 27/1 reopen [1] 6/2	

R		
reporter [1] 41/7	school [3] 14/8 14/8 16/23	some [15] 3/19 6/1 9/22
representation [1] 9/1	SCIENCES [7] 1/7 1/15 12/25	11/10 14/12 15/22 15/23
represents [1] 12/9	13/11 24/25 32/20 39/10	19/22 20/13 31/5 33/6 33/8
reputation [1] 3/21	scope [1] 26/9	33/12 35/10 35/10
require [2] 22/16 36/18	second [16] 6/17 8/12 8/14	something [5] 5/5 13/22 33/21
required [8] 27/16 27/20 29/1	11/3 12/24 27/7 27/8 28/3	36/20 37/20
29/8 29/13 29/14 30/16 30/18	28/6 28/7 28/8 32/12 32/13	sometime [1] 41/25
requirement [4] 9/4 27/5	39/14 39/15 43/11	somewhat [1] 15/25
27/18 29/9	seconded [1] 11/5	soon [4] 41/1 42/7 43/1 43/6
requirements [4] 20/4 20/15	Secretary [1] 10/17	sooner [2] 42/1 42/2
20/17 31/17	see [12] 9/7 9/9 10/3 28/21	sophisticated [2] 35/21 35/21
requires [3] 6/13 6/21 10/15	34/11 34/12 34/16 35/10	sort [3] 13/22 21/15 38/2
research [2] 14/12 15/7	35/12 35/15 36/1 40/17	sound [1] 21/12
researched [1] 19/11	seeing [1] 19/8	space [3] 18/10 18/23 33/22
resident [1] 26/19	seem [1] 15/8	spaces [1] 18/22
resolution [1] 26/15	seems [1] 15/24	span [1] 5/16
Respectfully [1] 7/10	seen [1] 16/17	speak [2] 3/6 41/1
respectively [1] 12/2	select [1] 8/14	speaking [2] 36/11 38/2
responded [1] 7/15	selected [1] 8/19	special [2] 14/5 37/23
response [1] 4/6	semester [2] 15/16 18/5	specifications [1] 27/5
restricted [1] 31/4	semesters [1] 15/11	spent [1] 3/10
result [2] 14/19 15/23	Senate [1] 41/24	springtime [1] 37/14
reverse [1] 28/22	send [3] 7/16 43/2 43/5	square [2] 21/1 33/21
review [4] 1/2 9/7 40/3	sentences [1] 8/4	staff [4] 14/16 15/18 17/7
40/11	separate [8] 13/5 13/10 13/11	19/2
RHODE [27] 1/1 1/2 1/10 1/12	13/19 25/13 32/23 37/9 37/10	staffed [1] 14/21
1/24 4/23 12/3 12/16 13/16	sequence [1] 33/16	stand [1] 36/4
16/12 17/21 17/25 20/23	sequenced [1] 15/13	stand-alone [1] 36/4
22/25 23/14 24/9 25/1 25/1	sequencing [5] 18/8 18/17	standard [2] 35/1 37/19
26/4 26/5 26/23 27/2 27/3	18/18 34/13 34/23	standpoint [1] 41/18
39/11 39/12 41/17 44/3	serve [2] 5/20 7/8	start [3] 13/17 18/14 41/13
RI [2] 1/16 1/18	served [1] 3/16	starting [1] 42/16
RIC [2] 1/14 1/16	Services [1] 1/17	state [14] 1/1 5/4 7/17
Richard [3] 2/10 12/9 42/22	set [5] 30/12 39/3 42/8	10/17 17/21 17/25 25/1 26/4
right [5] 15/2 20/12 22/13	42/14 44/6	26/10 27/3 36/9 37/1 39/12
31/24 40/7	several [4] 9/16 19/21 21/7	44/3
rise [1] 35/18	21/20	State's [3] 6/12 22/4 22/10
Robert [13] 1/19 2/4 2/4 2/5	shape [1] 37/2	stated [1] 16/6
2/6 2/7 2/8 2/9 2/10 2/11	she [1] 4/20	stay [1] 13/23
3/25 4/22 12/1	sheet [2] 2/14 43/16	stenographer [4] 3/6 4/19
roles [1] 20/19	Shield [1] 20/22	25/24 41/6
Rollingwood [1] 1/24	shift [1] 15/15	STENOGRAPHERS [1] 1/23
rooms [1] 34/18	short [1] 32/4	stenographic [1] 44/4
routinely [1] 29/11	short-sighted [1] 32/4	step [1] 39/22
run [1] 33/25	should [7] 3/17 6/15 21/21	steps [2] 7/24 39/21
S	31/11 33/24 36/20 39/20	still [5] 10/2 33/14 33/15
Sabatoni [3] 23/5 24/8 35/25	shouldn't [1] 30/25	33/17 34/3
Sabitoni [1] 2/13	sighted [1] 32/4	stoppages [1] 26/14
safety [4] 14/1 14/23 15/4	sign [10] 2/14 27/16 27/18	students [9] 14/8 14/8 15/17
26/15	29/8 29/9 29/13 29/15 40/14	17/7 18/7 18/13 18/23 19/1
said [3] 19/24 34/16 37/24	40/16 43/16	19/10
same [5] 6/16 18/11 33/12	sign-in [2] 2/14 43/16	subcontractor [2] 30/23 31/6
33/16 34/2	signatory [1] 23/11	subcontractors [3] 26/19
satisfied [1] 40/12	significant [1] 17/17	29/24 30/16
saw [1] 38/22	Simson [1] 1/15	subject [1] 40/8
say [17] 4/2 5/25 6/21 7/18	simulation [1] 34/21	submittal [1] 10/1
9/1 14/22 19/18 20/2 20/7	Sinapi [2] 2/10 12/9	submitted [1] 11/2
21/11 28/1 34/8 34/11 35/19	since [2] 4/5 17/22	successful [2] 27/3 30/24
36/24 37/3 38/11	sit [1] 42/24	successfully [1] 26/8
saying [2] 6/9 6/22	site [1] 14/1	such [3] 6/23 17/5 17/18
says [2] 5/3 38/8	six [4] 5/5 5/12 5/17 7/21	sufficient [1] 9/11
schedule [12] 6/25 15/12	size [5] 24/23 26/1 36/11	suggest [3] 4/5 30/3 35/4
15/13 15/15 15/19 17/19	38/18 39/8	suggested [2] 31/22 35/25
19/20 19/20 20/3 24/1 41/1	skin [1] 7/7	suggesting [1] 37/5
42/5	slip [1] 3/23	suggestion [1] 7/11
scheduled [1] 14/3	smacks [1] 5/8	suggests [1] 34/23
schedules [4] 14/17 17/2 17/4	small [1] 33/3	summary [2] 10/20 39/22
18/5	smaller [3] 33/11 34/5 36/3	summer [1] 14/7
scheduling [3] 23/25 26/17	smooth [1] 18/16	Superior [1] 41/23
34/13	so [64]	support [4] 16/6 21/5 21/11
	so-called [2] 30/12 31/8	27/21
	sole [2] 27/17 29/9	supporting [2] 21/18 21/24
	solely [1] 30/9	sure [5] 13/3 13/23 23/25

S	19/22 20/6 34/24 35/4	understanding [6] 20/18 22/8 29/21 30/19 36/6 41/22
sure... [2] 27/11 29/20	think [35] 4/13 4/21 9/4 9/9 9/10 9/20 9/23 9/25 12/15 13/19 14/15 15/20 16/3 16/8 19/17 20/9 20/13 20/17 21/2 21/6 21/9 22/2 23/24 24/7 31/10 31/12 31/19 34/2 34/13 36/2 37/22 37/25 39/21 40/10 42/12	unfair [1] 31/11
surprised [1] 6/4	thinking [2] 6/4 41/14	union [15] 3/13 7/2 23/15 23/15 27/21 27/21 29/2 29/5 29/5 30/2 30/10 30/10 30/17 30/18 31/10
swing [3] 18/10 18/22 18/23	thinks [1] 6/14	unions [5] 14/16 29/23 30/6 30/6 36/1
sworn [1] 41/25	third [1] 28/25	units [1] 3/18
systems [3] 35/17 35/21 35/22	this [45]	unless [1] 21/13
T	Thomas [1] 1/16	Unlike [1] 34/16
table [3] 22/3 32/15 39/5	those [13] 8/15 10/16 13/9 13/13 14/4 18/17 19/7 21/9 22/1 28/18 30/25 36/1 38/12	unsafe [1] 16/1
take [7] 5/21 13/18 17/4 22/4 25/12 25/21 28/21	though [3] 23/4 33/15 38/11	unsure [1] 34/25
taken [8] 8/16 10/15 11/6 17/1 18/24 32/17 39/17 43/13	thought [1] 25/7	until [5] 5/12 5/17 21/16 37/14 38/8
talk [2] 16/8 32/20	thoughts [1] 38/20	up [5] 3/6 3/21 8/20 31/19 33/19
talked [2] 8/21 34/20	three [2] 10/5 27/9	upon [4] 15/12 15/15 29/25 36/5
talking [2] 6/25 15/6	threshold [3] 36/16 38/4 38/6	URI [4] 23/8 23/18 24/11 35/19
tangible [1] 26/10	thresholds [1] 38/3	us [9] 4/7 5/11 9/6 12/20 15/8 15/21 19/12 40/20 43/2
tasks [1] 3/11	through [1] 44/5	usually [4] 29/3 29/6 29/21 30/1
taxpayers [1] 5/7	throughout [1] 16/14	utilization [1] 26/18
Teamsters [2] 23/10 23/14	Thursday [1] 3/1	utilize [3] 25/2 26/5 39/12
technology [1] 40/16	time [16] 1/10 4/15 5/23 6/7 6/24 7/15 8/1 9/11 13/19 17/8 18/11 21/19 24/1 34/25 41/5 42/24	V
tell [1] 29/2	timely [4] 15/9 19/2 19/9 34/24	valid [1] 33/14
telling [1] 5/11	timing [10] 18/4 19/25 21/9 23/25 24/23 26/1 33/15 37/11 39/8 42/5	variety [2] 3/11 38/13
temporary [4] 15/18 18/22 18/23 19/4	today [4] 10/2 10/3 22/3 23/24	Vatican [1] 38/8
terms [7] 16/2 27/1 30/8 30/16 31/20 31/20 34/18	today's [1] 24/4	very [6] 3/10 10/2 16/13 16/15 35/22 37/21
Terrance [1] 9/19	together [2] 7/16 37/8	veterans [1] 26/21
terrific [1] 40/4	told [2] 31/25 32/2	view [1] 5/24
testified [2] 9/18 9/20	Tom [1] 36/24	Visconti [3] 2/13 23/7 24/10
testify [1] 10/3	total [3] 13/8 13/12 33/10	VOICE [5] 8/16 11/6 32/17 39/17 43/13
testifying [1] 7/2	towards [1] 21/3	voices [1] 38/22
testimony [7] 6/7 6/25 7/22 14/10 14/16 15/8 37/16	trade [3] 30/2 30/6 30/6	VOLUME [1] 1/5
than [7] 6/15 6/24 10/23 34/7 34/7 34/14 42/15	trades [5] 18/17 23/1 23/15 24/9 34/24	vote [7] 5/22 8/16 11/6 13/20 32/17 39/17 43/13
Thank [2] 12/20 32/5	traffic [3] 16/16 16/19 16/23	voters [1] 13/16
that [195]	trained [2] 15/4 26/12	W
that's [23] 5/16 7/7 20/15 22/3 22/13 22/19 23/1 28/4 29/2 29/5 29/10 29/11 30/18 31/7 31/9 31/11 35/5 36/19 37/5 37/21 38/13 38/14 38/25	training [4] 3/16 26/16 26/20 34/20	waiting [1] 41/24
their [4] 6/7 20/18 30/10 38/5	transcript [5] 10/19 10/21 41/9 42/6 43/6	wall [1] 35/2
them [12] 6/6 9/21 10/10 10/11 11/13 13/18 18/14 21/8 28/21 28/22 31/1 31/18	transcription [1] 44/5	want [8] 3/3 8/21 25/11 29/5 33/25 39/4 40/19 43/8
themselves [2] 30/7 35/18	transmit [2] 40/15 40/17	wants [1] 24/15
then [7] 6/17 8/10 22/11 25/13 40/6 40/12 40/13	troubled [1] 4/2	Warwick [1] 11/21
there [27] 7/5 7/7 9/1 11/10 20/4 23/13 23/20 23/22 24/14 27/7 28/9 29/21 30/5 30/15 33/1 33/6 33/8 35/6 35/8 37/7 37/10 37/23 37/24 38/16 39/19 41/1 42/24	true [1] 44/4	was [40] 4/15 5/13 5/17 6/4 6/11 6/12 6/18 7/5 8/1 9/24 11/23 12/6 12/12 12/19 13/15 19/12 19/24 20/4 20/20 20/22 20/25 23/4 23/4 23/5 23/6 23/13 23/19 23/21 24/13 25/4 29/1 29/17 32/15 34/14 36/12 37/5 41/1 43/17 43/21 43/22
there's [5] 15/3 15/25 18/10 22/3 42/23	turn [1] 13/2	wasn't [2] 7/19 37/24
therefore [2] 26/22 34/22	two [10] 10/20 12/22 13/5 13/9 13/13 21/8 27/15 37/8 37/10 38/1	way [4] 14/22 33/24 37/2 40/17
thereof [1] 44/6	type [2] 3/16 35/2	we [66]
these [8] 3/23 11/16 13/5 16/5 19/8 27/12 31/16 37/8	types [1] 28/18	we'll [1] 43/18
they [16] 9/21 9/22 9/25 10/1 10/2 10/22 20/9 20/10 20/14 20/17 22/11 29/14 30/7 31/2 32/7 43/8	U	we're [6] 13/20 20/12 21/24 25/4 31/14 33/20
they'd [1] 30/9	unacceptable [1] 5/8	we've [4] 4/5 4/12 14/15 14/18
they'll [1] 19/5	UNANIMOUS [5] 8/17 11/7 32/18 39/18 43/14	Wednesday [1] 42/8
they're [3] 13/19 37/8 38/12	unanimously [1] 8/19	week [8] 16/14 41/8 41/10 41/13 41/13 41/14 42/7 42/9
thing [2] 21/3 35/2	unclear [1] 30/20	
things [7] 3/19 3/19 15/16	under [4] 5/19 19/23 20/2 36/8	
	understand [7] 16/23 17/2 17/3 17/6 20/10 41/25 42/25	

W	wouldn't [1] 37/17 written [1] 8/25
weekends [1] 16/14 well [25] 3/10 5/11 6/21 7/14 10/2 10/21 13/3 14/6 15/4 15/13 18/17 19/10 25/6 25/9 26/12 30/23 31/18 32/3 35/20 36/21 36/22 38/8 38/18 40/24 41/4 well-trained [2] 15/4 26/12 went [2] 10/5 17/2 were [9] 5/1 5/12 7/2 20/21 30/15 30/16 32/7 35/8 44/4 what [33] 4/2 5/24 6/9 7/20 7/24 8/1 8/20 8/23 9/9 14/4 14/10 14/11 14/15 15/6 15/20 15/24 16/8 17/23 19/14 19/24 21/14 21/23 23/22 30/3 30/22 34/8 34/11 34/16 35/11 36/5 36/23 37/5 38/22 whatever [3] 7/19 41/13 42/3 when [6] 17/4 23/22 29/3 40/12 40/21 42/6 where [6] 13/25 20/12 22/4 29/24 36/16 42/23 whereas [1] 37/13 Whereupon [9] 5/1 11/23 12/6 12/12 12/19 24/13 43/17 43/21 43/22 whether [4] 8/21 9/21 22/12 36/19 which [17] 6/12 8/1 10/1 10/14 11/12 13/9 13/12 14/7 15/11 15/16 17/13 19/9 23/24 27/18 34/17 35/19 41/25 while [2] 8/3 26/9 Whitney [1] 9/17 who [7] 4/22 6/5 7/14 9/18 12/9 24/8 29/4 whole [1] 9/15 whose [1] 9/16 why [5] 4/5 4/8 5/17 13/18 30/25 will [29] 4/21 5/21 6/8 13/10 14/16 15/20 18/16 21/14 21/21 23/23 26/7 27/16 27/18 27/20 28/3 28/6 28/19 29/1 29/7 29/17 30/1 30/5 30/7 32/13 32/23 33/6 33/8 41/25 42/6 will second [1] 28/3 win [1] 31/11 wired [1] 34/22 withdraw [1] 25/18 within [4] 15/12 15/14 20/5 34/19 witness [1] 44/6 women [1] 26/21 won't [1] 37/13 wondering [1] 36/19 work [11] 14/20 18/5 23/17 23/23 26/14 26/17 29/24 30/9 31/2 33/3 42/6 worked [1] 3/17 workers [4] 26/19 27/20 29/1 30/18 workforce [6] 15/5 26/13 27/15 29/18 30/1 30/24 working [1] 20/12 workload [1] 20/1 workplace [1] 26/15 works [2] 20/14 20/21 would [78]	Y yeah [3] 4/12 37/6 42/13 years [2] 3/10 17/16 Yes [7] 16/11 24/19 28/5 31/5 40/4 41/11 43/4 you [67] you'll [1] 41/9 You're [1] 31/23 you've [2] 7/11 40/13 your [7] 5/2 5/14 6/24 6/25 23/24 32/1 39/4 Yup [1] 3/8